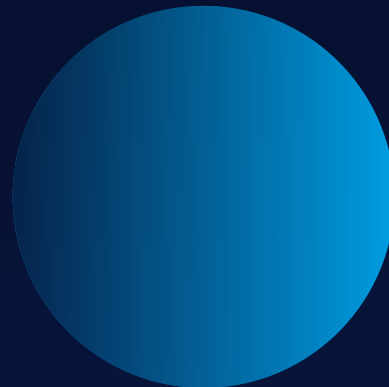
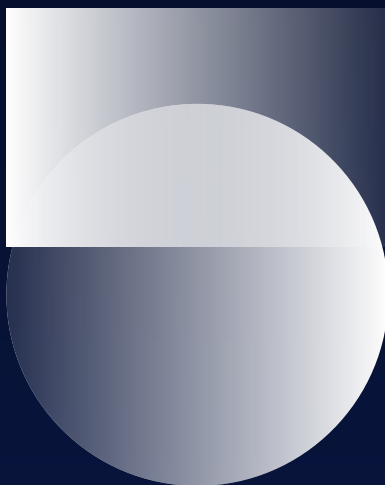


MedOne



HAPPY ANNIVERSARY
TO THE USA

11

INSPIRATION
IS EVERYWHERE

MARK STEVENS

EMPLOYEE
SPOTLIGHTS

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THE SPIRIT OF '76 AND
THE WORK OF LIBERTY

BOB GROSS

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CUSTOM FINANCIAL, RENTAL,
AND EQUIPMENT SOLUTIONS FOR
HEALTHCARE PROVIDERS

THE POWER OF AI

PROMISE, PERIL, AND THE PATH FORWARD



Written By **Troy Tait**
SVP Marketing and Technology

When I was younger, I loved TV shows and movies that imagined futuristic technology. Knight Rider gave us KITT, the car that could drive itself; Star Trek: The Next Generation, with its touchscreens and personal access pads that could control all aspects of their ship; and Detective Sonny Crockett pulling out his “magical” mobile phone on Miami Vice. It is amazing how far technology has come since then: a phone in an elementary schooler’s backpack today is more powerful than any computer I used in the 80s.

But even that pace of change looks slow next to what is happening now. In November 2022, the public was introduced to OpenAI’s ChatGPT. Just a few short years later, AI has become a crowded ecosystem of consumer tools, developer tools, plug-ins, and apps. Few technologies in recent my memory have sparked as much conversation, or as much anxiety, as this one.

The anxiety isn’t baseless. AI can be used to craft convincing phishing emails, generate misinformation at scale, or automate decisions in ways that quietly encode bias. Anyone who has watched the sophistication of scam attempts climb in recent years knows this is a live challenge for organizations of every size, including our own. Being clear-eyed about these risks is the first step toward using the technology responsibly.

But that is only half the picture. Used thoughtfully, AI is already helping people do their jobs better without replacing the judgment and creativity that make our work valuable. It can summarize dense reports in seconds, draft a first pass at a document or email, and catch patterns in data that would take a person days to notice—which includes flagging the very security threats mentioned above before they become real problems. The same technology that powers convincing scams also powers the tools

that detect them. The outcome depends on who is using it and why: a hammer can build a house or break a window, but the tool does not decide which.

The organizations and people who benefit most from AI won’t be the ones who ignore its risks, nor the ones who avoid it out of fear. They’ll be the ones who stay curious, stay skeptical where it counts, and stay deliberate about how and where they apply it. That’s a mindset, not a technical skill, and it’s one everyone in this company can bring to their own work.

“THE POWER OF AI IS NOT REALLY ABOUT THE TECHNOLOGY AT ALL. IT IS ABOUT US: THE CHOICES WE MAKE IN HOW WE BUILD IT, DEPLOY IT, AND HOLD IT ACCOUNTABLE.”

The power of AI is not really about the technology at all. It is about us: the choices we make in how we build it, deploy it, and hold it accountable. Used carelessly, it can amplify our worst instincts. Used well, it can free up time, sharpen our thinking, and help us focus on the work only people can do. So where do you go from here? Treat AI the way most of us treated the cell phone: start small and build your knowledge from there. You do not need to master every tool overnight. Pick one task, try it, and see how it fits into your day. Learn what these tools do well, where they fall short, and let that understanding grow over time. At the same time, stay mindful of the dangers. Do not feed sensitive company data or customer information into a tool just to save a few minutes, and do not let convenience compromise privacy or put data at risk. Used with that kind of care, AI is not something to fear. It is simply the next tool worth learning.

THE SPIRIT OF '76 AND THE WORK OF LIBERTY

HAPPY BIRTHDAY AMERICA!



Written By **Bob Gross**
Board of Directors



We are in the midst of America's semiquincentennial anniversary celebration, a time to renew our commitment to the "Spirit of '76" — the mindset, philosophy, patriotism, and bold action associated with the Founding generation. This spirit propelled the American colonies from protest to revolution, from resistance of British rule to a Declaration of Independence grounded in self-governance, personal freedom, liberty, and equality. It also embraced the radical idea that a diverse group of people could govern themselves without a monarch or imposed rule. In 2026, we are privileged to revisit the Spirit of '76 and consider how its promise continues to shape America's moral and civic journey.

1776 was a pivotal year. Rebellion became revolution, and the greatest governing experiment in human history was unleashed. America's 2026 semiquincentennial celebration of the "Spirit of '76" is more than an observance of Independence Day; it is a year-long remembrance of the pivotal events and people at America's founding.

In his July 3, 2026 newsletter, Med One co-founder and board chair, Larry Stevens, shared his thoughts about Independence Day with the Med One team. He noted that it has always been his favorite holiday, one that has grown in importance and significance over a lifetime of service to others and to his country. As he poignantly stated, "I proudly admit that I get a lump in my throat and a tear in my eye every time I sing the National Anthem." Larry also asked us to consider these words from the Declaration of Independence: We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are life, liberty, and the pursuit of happiness.

That continuing work is the central meaning of this anniversary: not simply to remember the Declaration as a founding document, but to recognize liberty as an inheritance that must be understood, defended, and renewed by each generation.

America's 250th anniversary invites us to consider how the Declaration of Independence came about, what it meant at the outset, how its meaning was woven into the U.S. Constitution a decade later, and how it has continued to expand across the nation's history. The second sentence quoted by Larry has become a kind of American scripture, not because America has always fulfilled it, but because it has continually summoned the nation toward a fuller understanding of liberty and equality.

The Declaration of Independence was, in fact, a hasty compilation of justifications for formal separation from Great Britain. In June 1776, after a motion proposing that the thirteen colonies declare independence, sever ties with Great Britain, pursue foreign alliances, and draft a plan of confederation, the Second Continental Congress appointed a Committee of Five to draft a declaration justifying and formalizing independence. Principal among the Committee were Thomas Jefferson, John Adams, and Benjamin Franklin.

Although Jefferson and Adams later remembered the drafting process differently, it is clear that Jefferson became the primary draftsman, with Adams and Franklin serving as editors. Jefferson

set about the task in haste. He drew primarily from two source documents: his own draft preamble for a Virginia constitution and a preliminary version of the Virginia Declaration of Rights drafted by George Mason. He labored day and night with quill and ink, focused chiefly on drafting grievances that justified separation from Great Britain. That list of grievances was directed particularly toward King George III, who had recently incensed colonists by refusing to consider Congress's plea for reconciliation after the Battles of Lexington and Concord, Bunker Hill, and Fort Ticonderoga, and who further outraged them by entering alliances with German states to employ Hessian mercenaries to suppress the rebellious colonies. Jefferson spent little time on the preamble; for that, he incorporated and slightly modified language that he and Mason had already written separately. Jefferson's preamble reflected European Enlightenment thinking, which had deeply influenced him and other Founders.

The Enlightenment was an intellectual movement of political writers, philosophers, and essayists who elevated reason, individual liberty, and social contract theory over blind faith, exclusive reliance on religious dogma, and absolute royal power. Its core embedded in the second sentence of the Declaration: that each person is born with equal and inherent rights and the capacity to reason; that people choose to enter societies through social contracts; and that governments are formed by consent of the governed



to protect individual rights and promote the common good. Stated another way, each of us has the right and opportunity to seek fulfillment, meaning, and well-being as we personally see fit, free from unnecessary intrusion.

Upon completion of the initial draft, Adams and Franklin suggested only two or three changes to the preamble's second sentence. The draft was then submitted to Congress, which passionately debated the list of grievances, eliminating many and softening or modifying others. The result was a document that included Jefferson's preambulatory language, a list of twenty-seven grievances and justifications for separation, and a dramatic pronouncement of independence from Great Britain and the Crown among the "United Colonies of America."

The Declaration was approved and issued on July 4, with copies dispatched to state leaders and military generals. Although the list of grievances received considerable attention at the time, the preambulatory language did not.

After eight long years of what was largely a war of attrition, the United Colonies prevailed. Congress had adopted the Articles of Confederation to govern during the conclusion and aftermath of the Revolution, but that framework became increasingly inadequate. Delegates from the thirteen states were summoned to Philadelphia in May 1787, ostensibly to "fix" and strengthen the Articles. Upon arrival, many were surprised to find themselves attending a convention in which the Articles were scrapped and the framework for a new governing document was debated over four months. The delegates ultimately reached a compromise government charter and the supreme law of the land: The Constitution of the United States of America. The Constitution reflected Enlightenment principles embedded in the Declaration's second sentence as the foundation for a system of government that included popular sovereignty, separation of powers among three distinct branches, checks and balances, federalism, and individual rights protected by the Bill of Rights.

The Spirit of '76 — and indeed the entire Founding Era — has been described by one historian as the "Big Bang" in the American political universe. In a compressed twenty-five-year period in the last quarter of the eighteenth century, America won its independence, announced enlightened values as the foundation of a new republican government, created the first large republic,



"LIFE, LIBERTY, AND
THE PURSUIT OF HAPPINESS."

and established political institutions designed to preserve and protect republican principles. It also helped establish a market based economic system. Most radically, America shifted worldwide political thought by insisting that political power did not flow from a Creator to monarchs and aristocracies, but instead flowed upward from the people to elected representatives.

Left undone in the Founding Era, however, were a just settlement with Native American peoples and the abolition of slavery. Those failures led to horrific consequences in the nineteenth century: the decimation of Native American communities and the bloodiest war in American history. Over its 250-year history, America has struggled, and continues to struggle, with the contradictions in the Founding Era's achievements and compromises. Today, some efforts to reinterpret its flaws and contradictions through present-day moral and political standards can oversimplify that history. Historical truth is more complex and more nuanced.

The Founding generation gave the nation its revolutionary language; later generations would be called upon to determine how fully that language would govern American life.

We can thank Lincoln for recasting the second sentence of the Declaration of Independence as an aspirational moral compass and bedrock foundation to guide us forward during one of the most traumatic periods in American history. His evolving moral maturity as a leader became anchored in the conviction that "all men are created equal" meant exactly what it said. He deemed that conviction his "ancient faith," the "father of all moral principles," and an "axiom of free society." In time, Lincoln's understanding of the purpose and meaning found in the Declaration's second sentence became the nation's understanding as well, but that arc of understanding has been long, messy, and often tragic.

In the twentieth century, Martin Luther King captured that understanding in these words: "When the architects of our Republic wrote the magnificent words of the Constitution and the Declaration of Independence, they were signing a promissory note to which every American was to fall heir. This note was a promise that all men — yes, black men as well as white men — would be guaranteed the unalienable rights of life, liberty, and the pursuit of happiness." He recognized the human contradictions and imperfections of the Founders when he said, "the arc of the moral universe is long, but it bends toward justice."

Those in my generation have witnessed epochal events along the arc of the moral universe. In our lifetimes, we have seen the phrase "all men" expand to encompass a broader form of Lincoln's "ancient faith," including all people regardless of race, national origin, gender, sexual orientation, or personal and spiritual beliefs. We are not, however, done.

Today, as the arc of the moral universe continues to bend toward justice, we do well to remember that it does not bend on its own. Making the phrase “all men are created equal” truly inclusive requires the constant effort of good and decent people.

That is the hope and promise of the Spirit of '76, yet it requires vigilance and constant care. As Thomas Paine wrote in his 1776 *The American Crisis*, “those who expect to reap the blessings of freedom must undergo the fatigue of supporting it.” Many are experiencing such fatigue during the current season, especially amid the deep divisions and strains of modern political life.

For me, that truth became more than historical abstraction during a period of public service that brought the meaning of liberty into stark human focus by placing it beside its opposite: a society where freedom had been systematically denied.

Two decades ago, at the request of the White House, I had the opportunity to serve as a senior advisor for the U.S.-led Coalition Provisional Authority in Iraq, the governing entity established after the conclusion of the 2003 ground war that toppled Saddam Hussein. Our role was to advise the temporary Iraqi Governing Council of twenty-five interim Iraqi ministers and leaders, who were appointed to serve until the Coalition transferred full sovereignty to an Iraqi Interim Government in preparation for National Assembly elections. Specifically, I was appointed to advise the temporary Iraqi Minister of Social and Labor Affairs and his deputies. To fulfill that assignment, I quickly assembled a staff of twenty-five civilians and military officers, including representatives from four Coalition partner countries, U.S. military officers, and colleagues from the U.S. Departments of Defense and State.

Our role was advisory at the senior ministry level. We were not frontline military personnel, but we nevertheless served in a theater of war and an active combat zone. Although we were housed and worked in the fortified “Green Zone,” we also had offices at the Ministry compound in the heart of one of Baghdad’s most dangerous areas, where

we traveled and worked several days each week. Those daily missions involved transportation to and from the Green Zone on routes that changed daily. We traveled in at least two armored vehicles and were protected by highly trained security from both the U.S. Army and a private South African security team of elite former military and law enforcement personnel. The missions were extraordinarily dangerous and became increasingly so. Our team lost two staff members and the head of our South African security team to ambushes.

Ours, however, was not the day-to-day combat experience of the brave men and women of the U.S. armed forces, who’s day in and day out faced the threats of improvised explosive devices, armed insurgents, suicide bombers, and terrorists from two insurgencies: Al Qaeda of Iraq, which later rebranded as ISIS, and the Shi’a Mahdi Army militia supported by Iran. Those insurgencies erupted shortly after my arrival in Baghdad and grew steadily during my six-month tenure and beyond.

My role gave me both a broad and unique overview of Iraq’s economics, politics, and government. I visited mass gravesites holding the still fully clothed bodies of men, women, and children who had been killed by nerve agents and poison gas. I saw firsthand the dreadful aftermath of more than thirty years of totalitarian rule. I observed how individuals can be deprived of their liberties and how a society’s right to determine its government can be extinguished by systematic oppression. I saw a society governed by law imposed by a regime that served only its own appetite for control and wealth, depriving Iraqis of free expression, speech, and individual liberty. I saw how a city’s power, water, and sewage infrastructure could be degraded over three decades of neglect while resources were used instead to build forty-seven palaces, residences for the ruling elite, and a combined military and security organization

intended to control society and threaten neighboring nations. I saw an economy so tightly controlled and manipulated that the collective and individual will to work had been diminished by a government that created state-owned enterprises producing no meaningful goods and providing only meager wages and deficient medical care. I saw how a government built to oppress and control can rob its people of hope.

That perspective made the Memorial more than a monument; it became a visible reminder of the price paid by those who gave practical meaning to the ideals proclaimed in 1776.

That lesson came into fullest focus for me near the end of my service.

Toward the end of my tenure, I was summoned back to Washington, D.C., for a weekend to deliver a Monday-morning speech at the Reagan Trade Center. On Saturday, I was invited to a preview tour of the new World War II Memorial on the National Mall, one week before its scheduled opening to the public. I joined surviving World War II veterans and their families on the tour. The experience was overpowering. For more than half of my two-and-a-half-hour visit, tears streamed down my cheeks as I looked into the faces of members of the Greatest Generation and thought about all they had done in the name of liberty and freedom. Six weeks later, I returned to Washington at the end of my deployment. As I exited the airport to catch a cab to my hotel, I was overcome by all I had witnessed during my six months in Baghdad, by my visit to the Memorial, and by overwhelming gratitude and love for my country. Without thinking, I instinctively dropped to my knees and kissed the sidewalk, much, I am sure, to the bewilderment and amusement of those nearby.

That moment became my own enduring connection with the Spirit of '76 — a reminder that liberty is not secured by memory alone, nor preserved in parchment alone, but sustained across generations by sacrifice, gratitude, moral courage, and the daily duty of free people to keep faith with America’s highest ideals.

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INSPIRATION

IS EVERYWHERE

I recently had the opportunity to attend the “Bluebird Café” concert series at Sundance, Utah, a unique summer long concert series. What makes Bluebird Café different is that it features the songwriter, not the well-known artist whose names sell tickets. Throughout the evening, three Nashville songwriters take turns telling the story behind a familiar song: where the idea came from, what was happening in their life, who eventually recorded it, and how an idea sometimes born in an ordinary moment became a well-known song, sometimes reaching #1 on the charts.

What struck me wasn't simply the music, which was excellent, but the inspiration behind it. Every song had its own origin story. Sometimes the spark came from joy, sometimes a heartbreak, sometimes an ordinary conversation or an argument, maybe a relationship either good or bad. Inspiration for the songwriter didn't come on command, more often it came because they were paying attention to moments that happened in their lives.

It made me wonder how often inspiration surrounds us in our own lives and how often we recognize it. We live in a time when we have nearly unlimited access to information. We can find an answer to nearly any question in seconds. We can access a limitless number of books, podcasts, videos, and conferences to learn from people all over the world. But information and inspiration aren't quite the same thing.

Information gives us something to know. Inspiration gives us a reason to do something with what we know which is an important distinction. We can accumulate a large amount of information without ever changing. Inspiration is different



Written By **Mark Stevens**
Executive Vice President / COO

because it can challenge our thinking, change our perspective, and then move us to action.

Inspiration isn't reserved for artists, inventors, or entrepreneurs, it's available to every one of us if we're willing to notice it. Ideas that improve our work, strengthen our relationships, or help us solve difficult problems often come from the experiences and people we encounter every day.

A few thoughts about how to encourage inspiration developed in my mind after that evening:

BE CURIOUS. The best ideas often begin by asking a simple question. Why do we do it this way? Is there a better way? What am I missing? Curiosity causes us to look beyond what we already know and remain open to what we might learn.

LISTEN TO OTHER PEOPLE'S STORIES. Every person has experiences worth learning from. Some of our greatest insights come from conversations we didn't expect to have. When we genuinely listen to others; their successes, mistakes, experiences, and perspectives, we learn lessons that we couldn't entirely on our own.

STAY TEACHABLE. Inspiration has a difficult time reaching someone who believes they already have all the answers. Growth requires enough humility to recognize that regardless of our experience or position, there is always something more we can learn and some way we can improve.

BE PROACTIVE. Inspiration becomes valuable when it causes us to act. Being proactive means we don't always wait for someone else to identify the problem, provide the answer, or tell us what to do next. We notice what needs to be done and take initiative. We anticipate rather than simply react, we bring ideas instead of only identifying problems and we look for opportunities to make something better.

A proactive person is someone who sees a problem developing and begins thinking about a solution before it becomes a larger problem. It's someone who asks, “What else can I do?” rather than “Have I done enough?” They look for ways to make the team stronger, the customer experience better, or the organization more successful.

But being proactive applies to every part of our lives, personally, professionally, in our families and communities. It's a way of approaching life. A proactive person takes responsibility for becoming who they want to become, not simply hope that they can become healthier, wiser, or more successful. A proactive person identifies what needs to change and begins doing something about it. In the process of being proactive, that may be where inspiration becomes most powerful. Inspiration can open our eyes to what could be.

INSPIRATION BECOMES VALUABLE WHEN IT CAUSES US TO ACT.

Whether we're serving customers, leading a team, raising a family, developing a talent, solving a problem, or simply trying to become a better version of ourselves, inspiration has a remarkable way of moving us forward if we're willing to act on it.

We live in a magnificent world filled with remarkable people, meaningful experiences, beautiful places, big challenges, and countless opportunities to learn. Inspiration can come from anywhere; a book, a conversation, a mentor, a failure, a success, and as I was reminded, sometimes we get inspired just hearing others shared the things that inspired them. The challenge isn't whether inspiration exists, it's whether we're paying enough attention to recognize it and whether we're proactive enough to do something with it when we do. Ultimately, the value of inspiration isn't simply in what it makes us feel, it's in what it inspires us to become.

Meet The Sales Team

LEASING / RENTAL / SALES / SERVICE



Creativity. Simplicity. Responsiveness.

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.

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MEDONEGROUP.COM

EQUIPMENT LEASING



CARTER ALLEN
SVP / Director of Equipment Leasing
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 / Business Development & Strategic Partnerships
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.



JOE FINELLI
Senior Director of Strategic Partnerships
Joe Finelli graduated from Southern Connecticut State University and serves as the Vice President Head of Commercial Leasing. He has 25 years of experience in the leasing industry, and 15 years in sales leadership. After working in the industry for decades, Joe can confidently say he appreciates bringing value to our partners and helping them grow their business through the power of financing.



SPENCE TUELLER
Director of National Accounts
Spence Tueller is a part of the Med One equipment leasing 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.



DAL HOLMAN
Director of National Accounts
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.



GENA ROMERO
Director of National Accounts
Gena Romero attended Colorado State University and joined Med One in 2024. She has been in the finance industry for over 19 years—since 2005. She enjoys developing partnerships with vendors to help them have an easier process throughout the sale. For Gena, it is a great feeling to help someone have a great customer experience. In her free time, she likes working out, gardening, and spending time with her husband and two kids.



AL MUGNO
Director of National Accounts
Al joined Med One in 2017 as part of our equipment finance team. Al graduated from Iona University with a bachelor's degree in business administration, majoring in marketing. Al has worked as a sales executive in the healthcare industry for over 30 years and has an extensive medical device and healthcare IT background. Al enjoys golfing and spending time with his wife and two sons.



JOSH LAMPROPOULOS
Director of National Accounts
Josh joined the Med One team in October of 2019 and has worked in almost every aspect of healthcare – from devices to health technology to now leasing. His favorite part about working in the industry is knowing at the end of the day, he is helping someone receive better care because of the equipment and technology Med One has placed in doctors' hands. After work, Josh can be found golfing and fly fishing.



DAMIAN TACITO
Director of National Accounts
Damian Tacito graduated from University Maine and joined Med One in December 2024. Prior to joining the Med One team, he has spent 15 years gaining industry experience in various verticals, including IT, manufacturing, industrial, automotive, and construction. His experience includes working directly with end users to develop national programs with larger partners. His favorite part about working in the industry is customer success.

EQUIPMENT RENTAL & SALES



BRAD JOHNSON
SVP General Manager Rental Division
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.



MIKE DANIELS
National Sales Director
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.



JAY CANTIBEROS
District Sales Manager
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.

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 Abbott 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.

Meet The Sales Team

EQUIPMENT RENTAL & SALES *continued*



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.



VICTOR GARCIA
District Sales Manager

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.



JEREMY QUICK
Territory Sales Manager / South Central

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



GARRETT WETSEL
Territory Sales Manager

In 2023, Garrett joined Med One as a member of the lead gen team before moving to the Rental & Sales division. He has over four years of experience in sales and management and has enjoyed working in this industry. What he finds most fulfilling about working for Med One is the opportunity to provide products that make a difference in patient care. When not at work, Garrett enjoys hunting and being outside.



TYLER LAWRENCE
Territory Sales Manager

After attending Southern Utah University, Tyler Lawrence joined the Med One Team in March of 2023. With over 9 years of sales experience and 3 years in medical sales, he has a passion for working and communicating with people. He finds solutions and creates value in anything he does. In his spare time, Tyler enjoys sports, hunting, coaching high school basketball, and spending time with family.



ANDRES REGALADO
Territory Sales Manager / Northern California

Andres Regalado attended DeAnza Community College and then began at Med One in April of 2023. He has over eight years of sales experience, with a recent focus in the medical field. Although the industry is relatively new to Andres, he is excited to learn more and gain experience while helping customers obtain the equipment they need. Outside of Med One, his interests include ultra-running, power lifting, and studying nutrition.



KYLE SMELSER
District Sales Manager

Kyle Smelser joined Med One in 2018. 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.



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.



BRIAN SMILEY
Regional Sales Manager / Central

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.



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.



AIDAN FRANCIS
Territory Sales Manager

Aidan joined Med One in 2023 with over three years of sales and account management experience. He enjoys working in this industry and connecting with a diverse range of people while building meaningful relationships and setting and accomplishing goals. In his spare time, he loves nothing more than rock climbing up a canyon and riding motorcycles.



LAUREN PIERSON
Territory Sales Manager

Lauren started working for Med One in July of 2024 as a Territory Sales Manager. Before working at Med One, she worked in software sales as an account manager. Her favorite parts about working in the medical equipment industry are meeting new people and learning about the equipment and how it can help patients. When she's not working, she enjoys hiking, finding new lakes with her dog, trying new local restaurants, and playing board games.



MIKE WILTSIE
Territory Sales Manager

With over fifteen years of experience in sales, Mike Wiltsie joined Med One in 2024. He graduated from San Diego State University in 2007 and has since enjoyed helping customers find solutions that take the burden off of them and their patients. Mike's hobbies include snowboarding, traveling, attending concerts, and spending time at the beach.



JORDAN CANTIBEROS
Territory Sales Manager

Jordan joined Med One in August of 2025. Prior to joining the team, she graduated from Grand Canyon University with a bachelor's degree in marketing and advertising. She has prior experience as a sales representative for physical therapy sales, as well as wound vacs. She is grateful to have the opportunity to reach more patients through working with hospitals.



DAVID COOK
Territory Sales Manager

David joined the Med One team in June of 2025. Before this, he graduated from Johns Hopkins University with a master's degree in Applied Physics. After previously working in engineering, he decided he wanted to transition more into the medical field. His favorite part about working at Med One is getting to meet new people and form genuine connections while helping hospitals and their patients.



JANA CAILLOUET
Territory Sales Manager

Jana joined the Med One team in February 2026. Prior to joining, she has worked in pharmaceutical and medical device sales. She believes the most rewarding part of working for Med One Group is knowing that the products we represent can directly impact patient outcomes. Outside of work, Jana enjoys running, cooking, working out, playing tennis, and spending time with her family.



NELSON MARIN
Territory Sales Manager

Nelson joined Med One in 2025 with prior experience in the printing industry and in medical sales. He graduated from The University of Puerto Rico and now resides in South Florida. Nelson's favorite part of working in the medical industry is the feeling he gets helping people every day. In his free time, he enjoys playing golf and spending time with his family.



BRIAN BAUGH
Territory Sales Manager

Brian is a graduate of Washington State University and joined the Med One team in July of 2025. He has over four years of experience in sales, and his favorite part of working within the industry is working with his accounts, winning deals, and supporting healthcare professionals and their patients. Outside of work, he enjoys entertaining his two kids, having date nights with his wife, visiting the beach, and playing and watching sports.



STEPHEN TOMB
Territory Sales Manager

Stephen joined the Med One team in February 2026. He has over 10 years of experience working in sales and account management. His favorite part about working in this industry is building and growing relationships with new and existing accounts. Outside of work, he enjoys playing ice hockey with his sons, as well as spending time with his family.



ETHAN DRAPER
Territory Sales Manager

With over 8 years of experience in sales, Ethan joined the Med One team ready to succeed. He graduated from Grand Canyon University with a degree in sports management. His favorite part of working within the industry is being able to connect with partners and create meaningful relationships. Outside of work, he enjoys watching sporting events - both in person and at home, as well as attending concerts, and weightlifting.

Creativity. Simplicity. Responsiveness.

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MEDONEGROUP.COM



SMALL IMPROVEMENTS DRIVE GREAT RESULTS



Written By **Scott Simmons**
Chief Financial Officer

Every organization, company, or group of any kind has a culture that is unique only to it. No other group is or will ever be exactly like it. This culture is lived by the organization and may have similarities to other groups but may be vastly different in other ways. This culture grows over time and evolves in ways that are both predictable and unpredictable, seen and unseen, positive and negative, engrained and fleeting, beneficial to the organization and detrimental to it. Every day, each member of the organization constantly moves the culture in positive or negative ways with every

decision, every task, and every comment that they make. Sometimes they oscillate across the imaginary equator, moving it in both directions with competing events.

For many years I taught Junior Achievement finance classes in elementary schools, including at the schools where my children attended. One example I used in showing the power of consistency is asking them if they would rather have \$1 million right now or alternatively, have 1 penny that is doubled every day for a month. Most often, they would choose the \$1 million. After 10 days of doubling, the penny reaches only \$5. After 20 days of doubling, the amount is still much lower than \$1 million, hitting only \$5 thousand. But something magical happens as the days continue and the amount compounds on itself in a consistent and repeatable way, ultimately producing a balance of \$10.7 million in only 31 days.

Just as individuals are built by millions of unique experiences and decisions, so are organizations. How do we shape these experiences and decisions so that our company is constantly moving in a positive direction, incrementally getting better and stronger, compounding that effort over months and years? I believe it comes down to each simple decision, comment, or effort made by each employee or member of that organization. It is not a matter of being positive more often than negative, because every choice contributes to change in differing degrees. A single negative comment could undermine days of positive comments. A big push on a project can outweigh a slow start. Focusing on training can outweigh previous misunderstanding and mistakes. To make a positive difference, we need to be consistent and repeatable.

Organizations are the same as people. Every consistent, repeatable, positive result propels us forward into “culture compounding.” That is our goal at Med One and the reason we have twelve guiding principles that form the acronym COURAGEOUSLY. We constantly and “COURAGEOUSLY” seek to be better and to build an ever-increasing positive culture and increase performance.

A historic example of producing small constant positive changes to drive big results came from the British Cycling Team. In summary, between 1908 and 2003, the British Cycling team had won only a single gold medal at the Olympic Games and had not won a single Tour De France in 110 years. The team hired a performance director named Dave Brailsford that pushed the team to increase performance by 1% in each area of cycling. He believed the “aggregation of marginal gains” he projected would be significant when added together. Each aspect of their program was analyzed and pushed to improve 1% at a time. The end result was the U.K. winning eight of the fourteen cycling medals at the 2008 Olympics. Four years later in the 2012 London Olympics, the team set nine Olympic records and seven world records. The U.K. also won six of the seven Tour de France races from 2012 to 2018.

Our Goal at Med One should be the same: find areas where we can make a small but repeatable difference, then find ways to make constant, even if small, improvements. Our outcome will be similarly outstanding.



TO MAKE A POSITIVE DIFFERENCE, WE NEED TO BE CONSISTENT AND REPEATABLE.



MEDICAL EQUIPMENT / FINANCING / SALES / SERVICE

Med One Group exists for the sole purpose of making needed medical equipment available to the healthcare industry. Med One's expertise ensures each customer receives the very best option for them. Med One Group offers exceptional customer service while operating with integrity. Our three pillars include Creativity, Simplicity, and Responsiveness and are guiding principles in helping our customers achieve positive patient outcomes.

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MEDONEGROUP.COM

Med One Group
GROWTH SINCE 1991



- 35+ Years in Business**
- 200+ Employees**
- 17 Offices** (13 new offices in the last 5 years)
- 5,000+ Healthcare Customers** (all time)
- \$1.2+ Billion in Leasing** (last 10 years)
- 50,000+ Units of Rental Equipment**
- \$100+ Million of Rental Revenue** (since 2015)
- 100,000+ Deliveries and Pickups** (since 2015)
- 100+ Vendor Finance Partners**
- 30+ Field and In-House Sales Reps**

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HAYWARD, CA 1766 Sabre Street Hayward, CA 94545	BURBANK, CA 3333 Burton Ave Burbank, CA 91504	EL CAJON, CA 1027 N. Marshall Ave El Cajon, CA 92020	SANFORD, FL 576 Monroe Rd., Ste 1336 Sanford, FL 32771	FT. LAUDERDALE, FL 6600 NW 12th Ave. #214 Fort Lauderdale, FL 33309
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BOERNE, TX 52 Worth Drive Boerne, TX 78006	DRAPER, UT 313 West 12800 South, Suite 307 Draper, UT 84020	SANDY, UT (Corporate) 10712 South 1300 East Sandy, UT 84094		

A NOTE OF APPRECIATION



Written By **LuLu Mecham**
Creative Manager



A little over a year ago, a provider that I had been visiting for a few years, seemingly out of the blue, asked if I would mind if she ran more extensive testing that covered areas outside of her specialty—she just had a hunch about a few things. Because of her

previous care, her professionalism, and the trust she had built with me over a few years, I wholeheartedly agreed to whatever she suggested. The results from those tests pointed to some serious concerns, two new diagnoses, and a few new doctors I get to visit more regularly. Fortunately, I have had such an amazing experience with them and their staff. What started with shock, fear, and confusion has progressed to hope, a better quality of life, and notably important: a longer life span.

I'm not one to generally speak up about health fluctuations or symptoms, so looking back, I am so impressed and thankful that my first provider went above and beyond and noticed certain things about my appearance, energy, and overall presentation that had nothing to do with why I was there in the first place. I did not completely comprehend how horrible I was feeling until I was on the other side and realized, *this* is how I'm supposed to feel, and it's amazing. What a difference!

If she hadn't made her suggestions, I'd likely still be pretty miserable and clueless. I've since had similarly amazing experiences with my new doctors and all of the nurses, PAs, NPs, phlebotomists, and even my pharmacist who is always available, helpful, and knows me by name.

There are so many healthcare professionals who go above and beyond in ways that most people probably never see. The doctors who stay up late reviewing your case, research something outside the usual treatment plan, or take the time to find a sample, coupon, or resource that could make something a little easier. The nurses, PAs, NPs, MAs, pharmacists, and office staff who call to check in, remember your name, know about your hobbies or interests, and treat you like a person instead of a chart. Those little things may seem insignificant in the moment, but when you are already overwhelmed by your health, they can mean everything. I am incredibly grateful for the people in healthcare who still find ways to make their patients feel seen, heard, and cared for.

Outside of my own care, I have seen healthcare workers changing and saving lives with the efficiency and care of true heroes. In recent years, my mom had cancer and required major

I AM INCREDIBLY GRATEFUL FOR THE PEOPLE IN HEALTHCARE WHO STILL FIND WAYS TO MAKE THEIR PATIENTS FEEL SEEN, HEARD, AND CARED FOR.

surgery at the University of Washington while receiving oncological treatment at a more rural medical center. I was amazed by the efficiency and organization of everyone involved, along with the teamwork required between multiple surgeons, specialists, and locations. Every time we met someone new, they introduced themselves, learned our names, and explained what was happening. The nurses, doctors, and medical assistants worked so seamlessly together, while still making the care feel personal.

All of these recent encounters have also instilled an entirely new appreciation for how much healthcare professionals have to fight for their



patients behind the scenes, too. There are so many things that happen after a doctor writes a prescription or recommends a treatment that patients never see: insurance denials, prior authorizations, appeals, phone calls, paperwork, and trying to convince someone that a patient genuinely needs what has been recommended. The fact that they continue to advocate for their patients through all of that, on top of everything else they already have on their plates, is something I have so much respect for.

Healthcare is not perfect, and I know there are frustrating experiences on every side, but I think it is important to recognize the countless healthcare professionals who care deeply about their patients and go far beyond what is required of them. I have always appreciated the work that is done in healthcare facilities, but it is easy to forget the difference being made there when you are not witnessing it firsthand. So here is my small note of appreciation to everyone working in healthcare today—I am incredibly thankful for you and for the ways you have changed the course of my life and my family's lives for the better. You are the difference makers, and at least for me, your dedication and your work do not go unnoticed.

Employee Spotlights



MY FAVORITE THING ABOUT MY JOB IS THAT

there is always a problem to be solved.

SCOTT BRADY

FULL STACK WEB DEVELOPER

Hello, my name is Scott Brady. I grew up in Tooele, Utah, I have two amazing parents, six brothers and six sisters-in-law, one sister and brother-in-law, and 23 nieces and nephews.

This past year I: bought a house, got engaged, married, became the stepdad to four great kids, started a new job (with Med One) and experienced all the joy and exhaustion life can bring. Family is super important to me. Because of this, most of my spare time is spent with my wife and kids. When I do get time to myself I love to watch sports, play video games, build puzzles, go on runs, write code, and work in my yard. I'm a sucker for a good Pepsi Zero, but it's gotta be a fountain drink.

I went to school in St. George, Utah and graduated from Dixie State University. I graduated with a Bachelor degree in Computer Information Technology. While at Dixie, I had the opportunity to join the cheer team. I cheered for three years and then became a coach and coached for four years. I have a love for cheerleading that I never thought I would and made some of my best friends through the sport.

I'm a Full-stack Web Developer, and I love working for Med One. My favorite thing about my job is that there is always a problem to be solved. I get to use my brain and skills to make the experience for those that need medical equipment as seamless as possible.

Favorites



Family

I REALLY LOVE FORENSIC ACCOUNTING.

I love being able to solve puzzles.



ZANA KARTCHNER
STAFF ACCOUNTANT

My name is Zana Kartchner. I was born in Colorado Springs where I lived with my grandparents until age 4 when I moved to Provo with my mom who was attending BYU. I have lived most of my life in Utah but went to high school in Bozeman, Montana. I have five maternal little sisters that I grew up with and raised. I have seven paternal siblings that I have reconnected with in adulthood.

I went to a trade tech school and received my paralegal certificate. I completed the Goldman Sachs 10,000 Small Businesses Program, in addition to multiple accounting and business courses over the last two decades.

I currently live in Sandy with my husband of 30 years and our six horses. I have two amazing sons, Cade and Cole. Cade is in his final year of medical school at the University of Utah and

Cole has an amazing career at Med One. I also have a 37-year-old son that I put up for adoption. It was an open adoption and we have a close relationship. I also have three grandkids.

I am a staff accountant at Med One. I really love forensic accounting. I love being able to solve puzzles and the satisfaction that comes from balancing books. It lights me up!

I don't currently have much spare time as I still run the accounting side of the concrete construction company I own with my husband. With that being said, I have a pottery studio and love to make functional items. I enjoy golf and horseback riding, as well as book club, puzzles, and yoga.



[MY] EXPERIENCE HELPED
PREPARE ME FOR THE KIND OF
WORK I DO TODAY, AND FOR THE

*relationships
I've built along
the way.*

LISA WALKER VEDDER

OPERATIONS SERVICE SPECIALIST

I'm Lisa, some folks at work know me as Mrs. Lisa. For the past three and a half years, I have served as an Operations Service Specialist at our San Jose branch, and I look forward to celebrating my four-year anniversary this coming September. In my time here, I have found Med One to have the most exceptional culture of my career. It truly feels like an extended family—a supportive community where every individual is valued, respected, and empowered to succeed.

I was born in Berkeley, California, and in 1964, when I was just 2 years old, my family relocated to San Jose. I grew up with two sisters and two brothers, and I'm the middle child, which shaped my personality in ways I'm still grateful for today. I was also blessed with two wonderful children: my daughter Tanisha and my son Andre. Then came even more joy, five grandkids who proudly call me Grandma Lisa. Right now, I'm sharing life with my best friend and partner, Kevin.

My education took me to Lawton Business College in San Jose, where I earned my Certifications in Word Processing. Before I stepped fully into the medical field as an Operations Service Specialist, I spent 18 years working at a major high-

tech company as a Product Specialist, a chapter that taught me a lot about service, consistency, and staying dependable under pressure. That experience helped prepare me for the kind of work I do today, and for the relationships I've built along the way.

In my free time, I love baking, banana nut bread is one of my favorites, along with chocolate chip cookies. I also enjoy taking long daily walks, which helps me clear my mind and recharge. I also like to visit different beaches along the coast. One of my favorites is Morro Bay, a beautiful, quaint town I visit almost every year on my birthday.

On the weekends, Kevin and I like to cook together while we listen to our favorite jazz artists softly in the background. We cook side by side, turning meal prep into a dance of partnership, laughter, and sometimes disagreements because that's what makes it feel like home.



The Best



I AM SO EXCITED
TO JOIN THE

*Med One
family!*

KASS GULL

FRONT DESK RECEPTIONIST

I was born in SLC and was raised in West Jordan and Orem. I have also lived in California, Maryland, New York and New Jersey as I was a nanny for many years after graduating high school! I love to travel, especially to Disneyland!

I am married to my wonderful husband David (yes, David from IT) and we just celebrated our 4-year wedding anniversary this last May. We have an adorable 8-year-old rescue dog named Rumi!

I love all things Disney, watching movies and TV, cooking, reading, board/ card games and anything to do with Christmas! I spend most of my free time doing Theater across the Salt Lake and Utah valleys. My first show was when I was 2 weeks old and literally haven't stopped. I do at least 4 shows a year if not more. I sing, act, dance, direct, choreograph, do costume and props and lights and sound. I have been doing theater my whole life and it will always have my heart!

I am so excited to join the Med One family as the part-time front desk receptionist. I have met lots of the people who work here through visiting the Montage with David and Christmas parties etc so it was so nice to feel like I already fit in, and everyone has been so welcoming!

Love





AND LESSONS IN TEAM-BASED SELLING

Written By **Joe Finelli**
Senior Director of Strategic Partnerships

Oftentimes, the most successful sales

organizations and professional sports teams are built around one or two superstars. Throughout my career, I've been part of some highly successful sales teams, and often, the top performers excelled at prospecting, pricing, negotiating, and closing deals. While that level of success is admirable, it can also create challenges. Superstars sometimes begin to develop an inflated perception of their own value and begin to believe they are more important than the rest of the team. We see this in many professional sports teams where we have superstars that are incredibly talented but seem to be more focused on padding their personal statistics than helping the team win. They lose sight of the passion for winning and the humility that great teams require.

Winning in today's healthcare market requires a team-based approach. One of the best examples of true teamwork is something I watched on the soccer field this summer.

Spain's Winning Formula

Spain's style of play, known as tiki-taka, doesn't rely on one player to score every goal. Instead, it relies on crisp passing, disciplined defense, constant ball movement, exceptional positioning and trust in teammates.

This team-first strategy emphasizes defense, controls possession, and frustrates opponents through coordinated play that involves every member of the team. During this summer's World Cup, Spain allowed only one goal throughout the tournament and in the championship match, they didn't allow a single shot on goal.

You can't score if you never get an opportunity to shoot!

The Modern Healthcare Sale Is a Team Sport

Having recently moved from the commercial market into healthcare, I've learned that you're



rarely going to score on your first possession. Sales cycles are longer, the solutions are more sophisticated, and relationships matter. Trust takes time to build.

The organizations that consistently win are those with a coordinated strategy that creates multiple touchpoints throughout the customer's buying journey. Every single interaction must provide value, guidance and demonstrate cross functional expertise.

Our selling approach requires different people with different strengths. One person could be well-versed in transaction execution and deal flow while another focuses on programmatic offerings designed to complement a vendor's go-to-market strategy. In many situations, a senior executive joins the conversation to demonstrate our long-term commitment to the healthcare space, backed by decades of experience and proven partnering methodology.

Just as Spain doesn't expect its goalkeeper to score goals, one salesperson shouldn't be expected to solve every customer challenge.

**Just as Spain
doesn't expect
its goalkeeper
to score goals,
one salesperson
shouldn't be
expected to solve
every customer
challenge.**

Great Teams Make Each Other Better

One of Spain's defining characteristics was selflessness. Players routinely passed up difficult shots to create easier opportunities for teammates. No one cared about who received credit, everyone cared about winning.

The same mindset transforms sales organizations. Our Business Development team secures trade show appointments. Our Strategic Partnership Representatives meet vendors face-to-face in their booths. Together with our senior leadership team, we conduct post-show conference calls that uncover opportunities and deepen relationships. As opportunities begin to develop, our credit team works diligently to find the right financing solution for each customer. Sales Support ensures every transaction is documented accurately, while accounting works hard to make sure our vendor partners are paid promptly.

Just like Spain's crisp passing, every teammate contributes through coordinated efforts designed to create value for our providers.

The Team Is the Star

The best teams don't depend on superstars. They depend on teammates who execute their responsibilities, trust one another, and hold themselves accountable. There are no individuals chasing accolades—only committed teammates who remain humble and understand that winning is a team sport.

That's the lesson La Roja demonstrated to the world.

And it's the same lesson every successful sales organization can learn from.



**Just like Spain's
crisp passing,
every teammate
contributes through
coordinated efforts
designed to create
value for our
providers.**



C

CREATIVITY*

Doing one thing very well - "whatever it takes"



O

OBSERVANT LISTENING

A unique philosophy - what does our customer really need?



U

UNITED TEAMWORK

It takes all of us to make a happy customer



R

RESPONSIVENESS*

Unprecedented service builds customer loyalty



A

ABOVE & BEYOND

Taking pride in going the extra mile



G

GENUINE RELATIONSHIPS

A huge secret to getting repeat business



E

EVERYDAY — DO IT RIGHT

The first time, and every time



O

OUTSTANDING INTEGRITY

The principle upon which Med One was built



U

UNIQUE PATIENCE

Perseverance — we will never give up



S

SIMPLICITY*

Making it easy for a customer to do business with us



L

LEARNING & GROWING

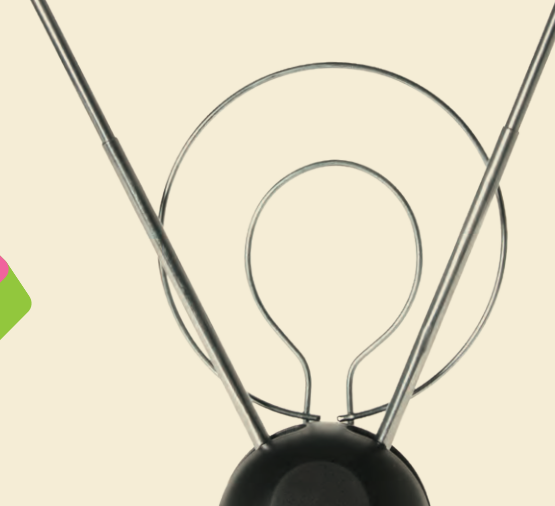
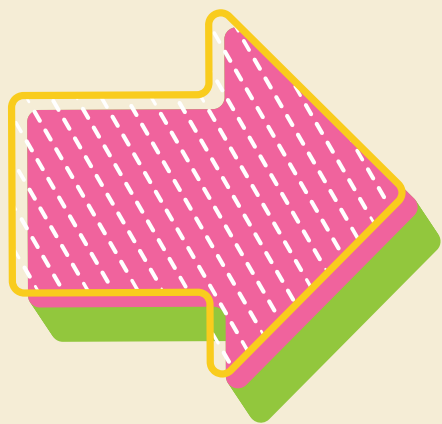
Learn, grow, and understand the evolving needs of our customers



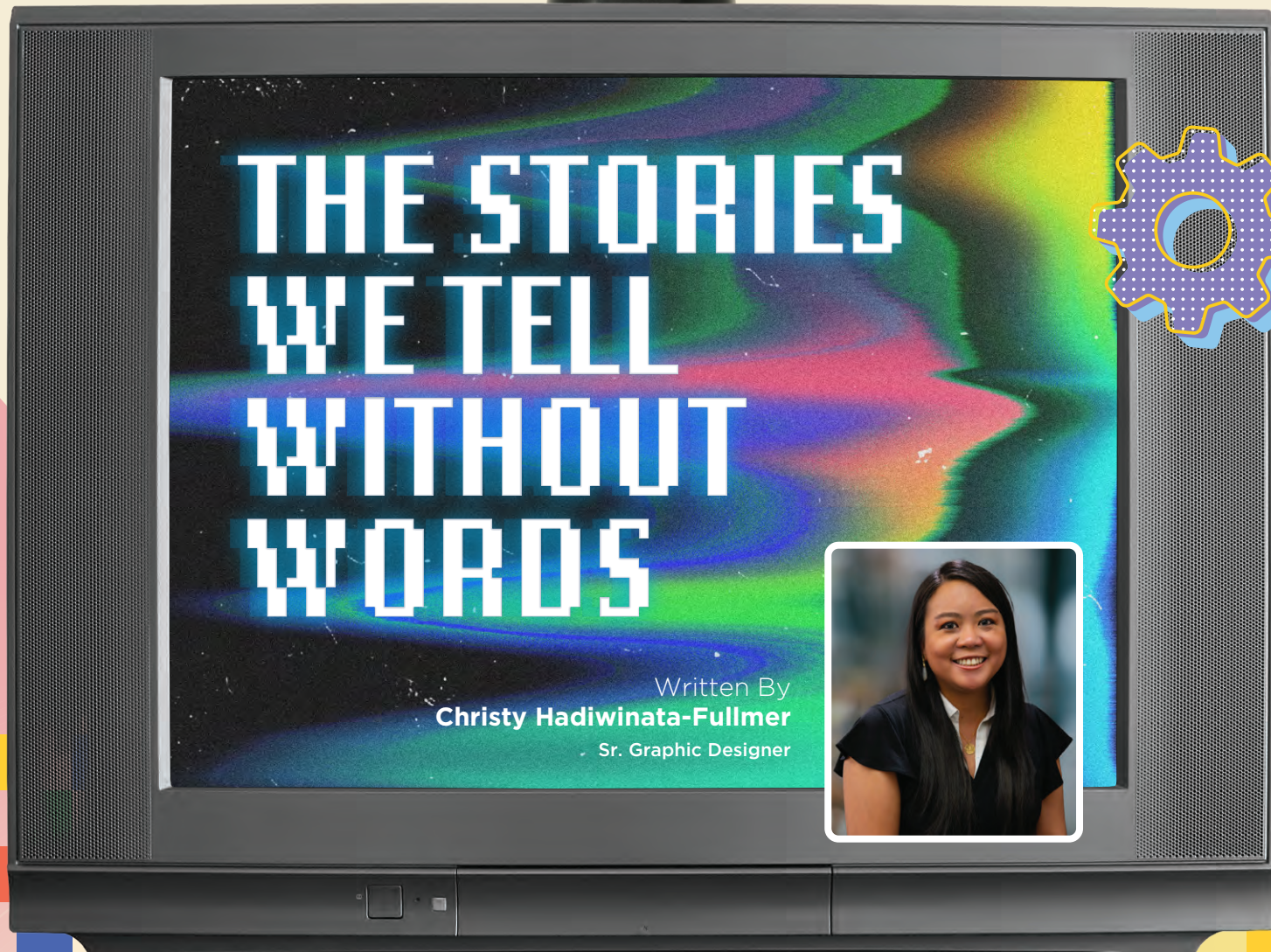
Y

YOU'RE THE DIFFERENCE

The Med One Way does not happen without you



Even the smallest design choices can say something before a single word is ever processed.



Growing up in the 90s — or the 1900s, as my son likes to call it — I have very fond memories of Scooby-Doo, The Flintstones, Dexter’s Laboratory, and all the other nostalgic cartoons that continued to air long after their original air dates. Watching Scooby-Doo was actually how I learned English.

My name is Christy and I was born and originally raised in Jakarta, Indonesia. When I was growing up, we had satellite access to different television channels from the

United States. My favorite channel was, of course, Cartoon Network, and Scooby-Doo was my favorite to watch in the mornings. The only caveat to watching those cartoons, however, was that all of the shows were in English, with no subtitles, and there wasn’t anyone there that I could practice speaking English with. Still, I watched.

I watched the characters’ expressions. I listened to the sounds they made. I paid attention to their body language and what happened on screen when certain words were spoken. Slowly, I started connecting the dots. I began to understand the story before I fully understood the language. It really is amazing how much children can learn on their own. I was around 7 years old when I started speaking English.

By the time my family decided to move to the United States, my parents realized the English classes they had signed me up for were unnecessary. All those years of watching cartoons had hilariously paid off.

ABSORBING THROUGH VISUALS

Even when my younger self didn’t know what was being said, I was still able to use visual cues to understand things that were completely foreign to me.

By watching patterns, recognizing expressions, and connecting sounds to actions and actions to meaning, I was able to learn a completely new language through storytelling.

As I grew older, I began to realize that we never really stop doing that. We are constantly absorbing information from the world around us. We observe patterns, recognize visual cues, and make connections—sometimes consciously and sometimes without even realizing it.

That realization has stayed with me throughout my life and has had a significant impact on the way I think as a designer.

DESIGN IS STORYTELLING

The interesting thing about storytelling is that we do not always get to decide how a story is received. That is why design matters.

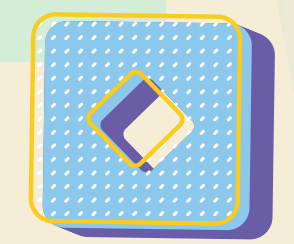
Information that is organized clearly and easy to understand can reflect a company’s dedication to transparency, simplicity, and clarity. Strong, consistent branding can communicate confidence, reliability, and purpose. Even the smallest design choices can say something before a single word is ever processed.

Looking back, I don’t think I realized I was learning more than just a language. I was learning how visual communication works. Before I knew the meaning of the words, I understood the emotion behind a scene. I knew when something was funny, suspenseful, or heartfelt simply by watching the characters and the way the story unfolded.

WHY DESIGN MATTERS

Design is everywhere. It influences what we notice, what we understand, and sometimes even how we feel.

Because whether we realize it or not, we are all constantly telling stories. Sometimes, we tell them with words. Sometimes, we tell them through our actions. And sometimes, we tell them without saying anything at all.



As for me, I suppose I have been learning to understand those stories since I was seven years old, sitting in front of a television in Jakarta, trying to figure out what in the world Scooby-Doo was saying.

HERDING CATS AND CLICKING LINKS

LEADING THE HUMAN SIDE OF IT

>_THE HUMAN OPERATING SYSTEM

Whether you are protecting a corporate network or leading a volunteer church congregation, you may be required to lead people who do not always want to follow instructions, like herding cats, and teach them to internalize safe or positive behaviors.

As an IT admin, my days are spent managing firewalls, monitoring server uptimes, and resolving various user technical issues. It is a world of logic, predictable code, and strict rules.

But for me, a few days a week look completely different. As a Ward Mission Leader for my church congregation, I lead a diverse team of pure volunteers. We visit people from all walks of life, teach life-changing principles, and try to keep everyone moving in the same direction.

If you have ever tried to coordinate a group of passionate volunteers, you know exactly what it feels like: herding cats. For a long time, I viewed my corporate IT life and my volunteer church life as completely separate worlds. In my professional role

Written By **Patrick Doyle**
System Administrator



I'm tasked with creating our internal IT security awareness training videos. As I sat down to script how to stop employees from clicking malicious phishing links, it hit me: the human operating system is exactly the same, whether it is sitting in a church pew or a corporate cubicle.

Here are three leadership lessons I learned from herding cats on Sunday that made me a better IT leader on Monday.

>_YOU CANNOT FIRE A VOLUNTEER (LEAD WITH EMPATHY)

In church leadership, everyone is a volunteer. You cannot threaten to fire someone, dock their pay, or write them up if they miss a meeting or struggle with a task. You have to learn what motivates them personally and lead with genuine empathy.

In IT, we are human too and sometimes let ourselves get frustrated. We wonder, "How could they click

that link? Didn't they read the policy? Didn't they watch the video?"

When I started making our security videos, I tried to not use a tone of technical condemnation. Instead, I treated our customers, aka all the amazing Med One employees, like my ward missionaries: good people trying their best, who occasionally get distracted. When you lead with empathy instead of policy enforcement, people stop hiding their mistakes and start working with you.

>_TRAINING MUST TOUCH THE HEART, NOT JUST THE HEAD

In my church role, I quickly learned that giving a missionary a handbook doesn't make them effective. They need to understand why their work matters. They need inspiration, stories, and connection.

The exact same rule applies to cybersecurity. A bulleted list of "Do Not Click" rules sent via email goes straight to the trash bin.

When I create security videos now, I don't just talk about malware or compliance. I try to relate with stories. I show how a single click can compromise a single coworker's private data, can cause an entire company security breach, or disrupt the hard work of an entire team. By making the training personal, memorable, and even humorous, the information sticks. You change the corporate culture, not just a compliance box.

>_CONSISTENCY WINS OVER COMPLEXITY

Both in missionary work and network security, the most sophisticated plans usually fail if they are too complex. In church leadership, we find success by focusing on the basics: consistent visits, simple messages, and clear next steps.

In IT, we often build security barriers so high that employees bypass them just to get their jobs done. True security—and true leadership—is about making the right path the easiest path, which can be extremely difficult at times. Keep your processes simple. Keep your training bitesized. Consistent, small habits protect a company far better than a 50-page security manual no one reads.

>_THE SECURE CONNECTION

Whether we are teaching a new spiritual principle or explaining the dangers of social engineering, leadership is never about the system. It is about the people.

By stepping away from the server rack and learning to herd the "cats" in my community, I discovered the secret to better IT administration. When we invest in training people's hearts and minds, our networks—and our workplaces—become safer, stronger, and much more inspired places to be.

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