

people | passion | performance

PEOPLE

We acknowledge that people are the heart of all that matters at Joerns - our associates, our customers and those they care for. Each step we take is guided by respect for others, compassion and empathy.

PASSION

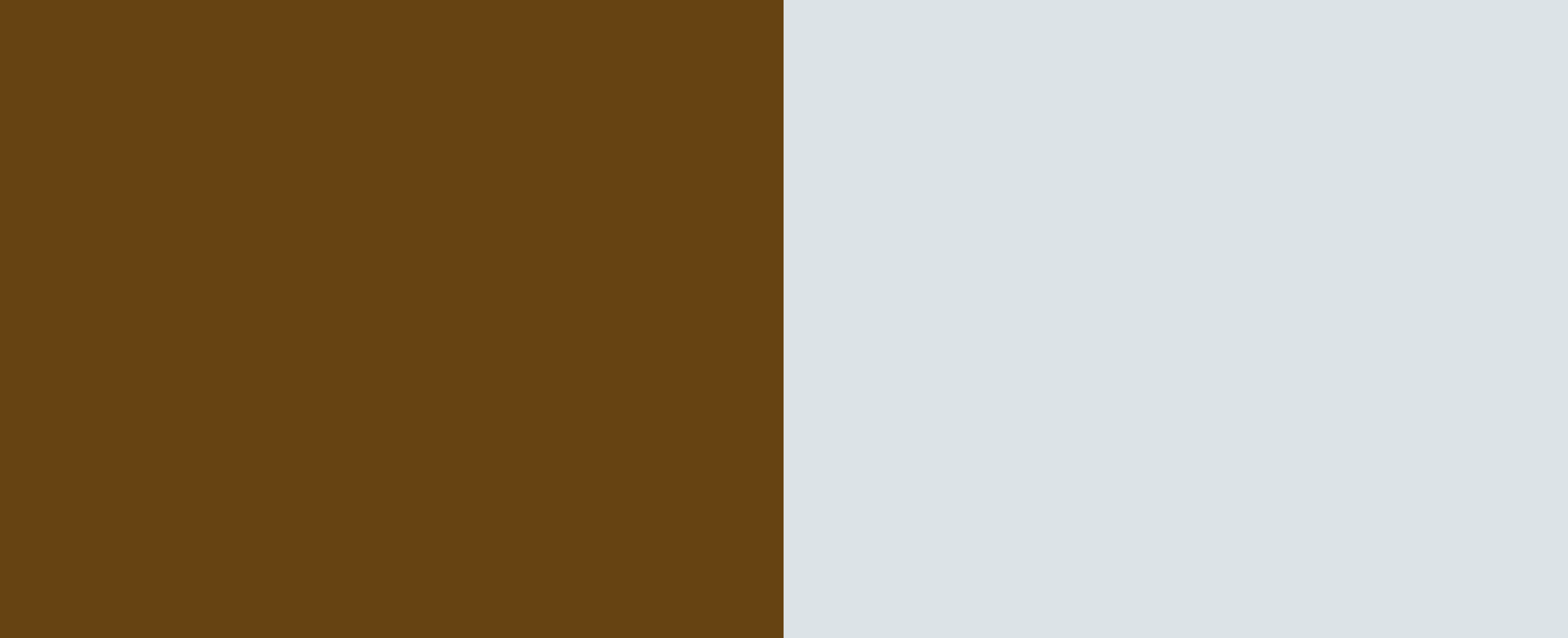
We will aggressively pursue innovative solutions with uncompromising vigor. Our team will demonstrate the highest sense of urgency and quality in each step of the process.

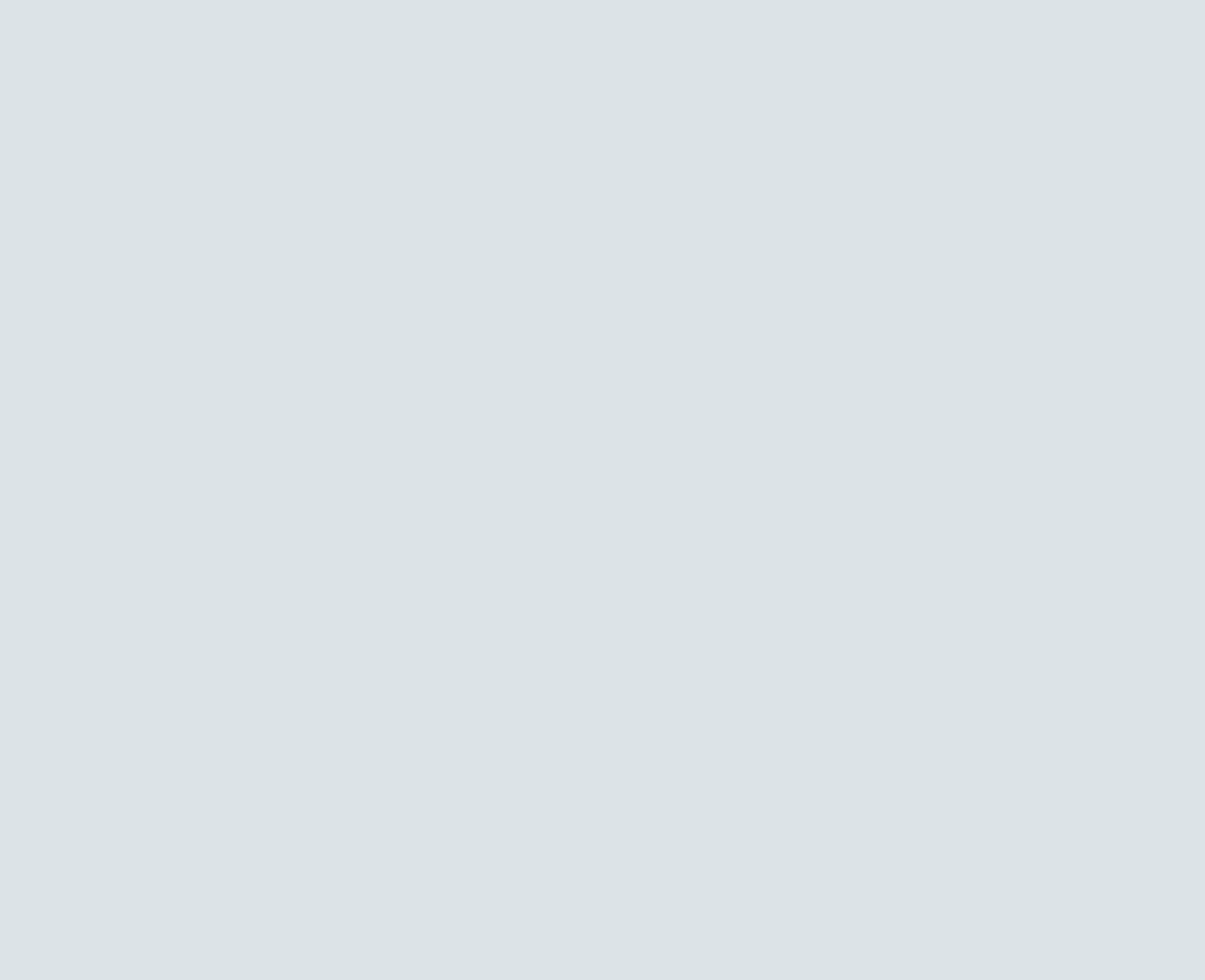
the JoernsWay

We will redefine the environment in
which care is delivered.

PERFORMANCE

We will bring to market high quality, best-value integrated solutions that address the needs of today and anticipate those of tomorrow.





Dear Joerns Healthcare Associate:

Since 1889, Joerns Healthcare has demonstrated strong leadership, perseverance, and commitment – enabling a small family business to endure, adapt, and grow into a market leading provider of healthcare products and services. Today, Joerns faces greater global competition and market complexity than ever before. In order to differentiate ourselves and become a global leader in the industry we serve, we must be able to respond quickly to our customers' needs, think on our feet, foresee future industry trends, and provide solutions that positively influence the care environment. We are part of an industry that caters to a very basic human fact of life – at some point, everyone will need care or be with someone in need of care. Thus, it is vital that each one of us realizes our value in a very emotional business – what we promise and how we make good on that promise will truly affect the lives of others.

To ensure our survival as a business and to guide the strong growth we have planned, it is also important that we establish an organized way of thinking and working together. This booklet summarizes The Joerns Way – People, Passion, Performance, a unique and powerful part of the Joerns tradition and our corporate culture. It is a framework to help us successfully

navigate the complexity ahead and build a truly exceptional company for tomorrow. I've heard it said that people only remember your company under two conditions - when you produce an extremely poor product or service; or when you produce an exceptional product or service. If we make good on our vision statement – to redefine the environment in which care is delivered – we will be memorable for the good we have done for a rapidly growing, aging population. It is a lofty goal, but one that we can accomplish by following the organizational excellence model outlined in this booklet.

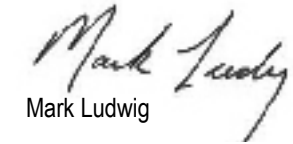
A core component of the Joerns model is a corporate culture that fosters egalitarianism (equal participation) and accountability. With this cultural foundation firmly established, we can grow into a company of innovative leaders committed to core values and aligned around a central strategy defined by our vision statement. We must aspire to put people first, act with integrity and honesty, promote knowledge, be dedicated, provide unparalleled service, work as a team, aspire to provide superior products, commit ourselves to total quality, and deliver profitable results. Last, but certainly not least, we must be cognizant of our resources – specifically how valuable a resource our associates are.

We must care as much for our associates as we do our customers – only then will the “Tradition of Caring” truly affect the manner in which we do business and press us to the front of the global pack.

Over the coming months, we will begin implementing The Joerns Way – People, Passion, Performance throughout our organization. This booklet will serve as the cornerstone document as we refine our processes. It is a starting point – not an end in itself. During this process we will learn about the Joerns Organizational Excellence Model and begin to draw on its contents in our day-to-day decisions and activities. It will impact almost every decision we make. Successfully building this new culture will require effective communication, adaptability to change, teamwork, innovative thinking, questioning the norm, and everyone's ability to step out of their comfort zone.

At Joerns Healthcare, we can and will improve the care environment for those in need of care, their families and caregivers. Together, we have a stake in the comfort of others and, ultimately, our own success.

Welcome to our Journey!



Mark Ludwig



Joerns Health

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*We will redefine the environment
in which care is delivered.*

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Vision

Vision

We will redefine the environment in which care is delivered.

Mission

We are a company focused on improving the lives of people who need care, their families, and care providers, through unparalleled service, dedication and compassion.

Values

People. We acknowledge that people are the heart of all that matters at Joerns – our associates, our customers and those they care for. Each step we take is guided by respect for others, compassion and empathy.

People First | Honesty and Integrity | Knowledge

Passion. We will aggressively pursue innovative solutions with uncompromising vigor. Our team will demonstrate the highest sense of urgency and quality in each step of the process.

Dedication | Unparalleled Service | Teamwork

Performance. We will bring to market high quality, best-value integrated solutions that address the needs of today and anticipate those of tomorrow.

Product Superiority | Total Quality | Profitability

“We will balance product superiority with unparalleled service and provide solutions that yield the highest possible quality of care.”

– Mark Ludwig, Joerns Healthcare

vision



identity

people | passion | performance

Our Corporate Identity

As we look to evolve our company and meet the compelling challenges of global competition and need for efficiencies, it is important that we consider the roots of this company. Why? Because our nearly 120-year success is embedded in its founding principle – maintaining an emotional, compassionate connection with customers that inspires associates to perform at exceptional levels.

Founded in 1889 as a high-end, retail home furnishings company, Joerns shifted its focus to the growing health care market in the 1960s. Adopting the name, Joerns Healthcare, the company also embraced A Tradition of Caring and set out to integrate character, quality, service and dedication into the company's culture.

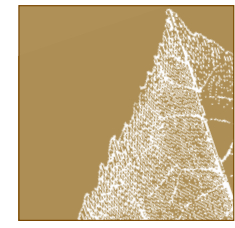
Joerns Healthcare logo

Our logo is representative of who we are – simplistic elements working together in complex ways to produce results that are greater than the sum of what we could accomplish individually. Each element contributes equally and interdependently to improving the care environment, including beds and furnishing products, lifting and repositioning products, wound management products, integrated solutions.

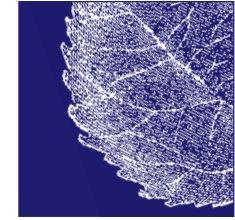
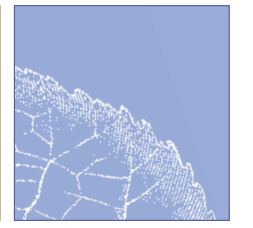
The aspen leaf represents the vigor and frailty of life from beginning to end. It further symbolizes the natural changes that each of us undergo as human beings, and the complexity in meeting the challenges of those who need care.

The four elements together represent a window and the transparency our integrated approach can foster. Ultimately, our goal is to make our quality visible to families in order to assure them only the highest quality of care is administered to their loved one.

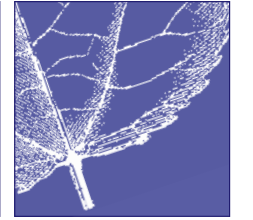
Beds & Furnishings



Lifting & Repositioning



Wound Management



Integrated Solutions

identity



strategy

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Today, we face global competition that demands greater efficiencies and differentiation. We will utilize that pressure to adapt our business model and help care providers lower costs while providing the highest quality of care. We will do so by...

becoming a true leader in product superiority with innovative solutions, total quality and speed.

offering unparalleled service to our customers and associates.

redefining who we are with an organizational culture united in the pursuit of solutions that provide the highest quality of care.

fostering an environment in which each of us is a leader aligned around a common path to excellence.

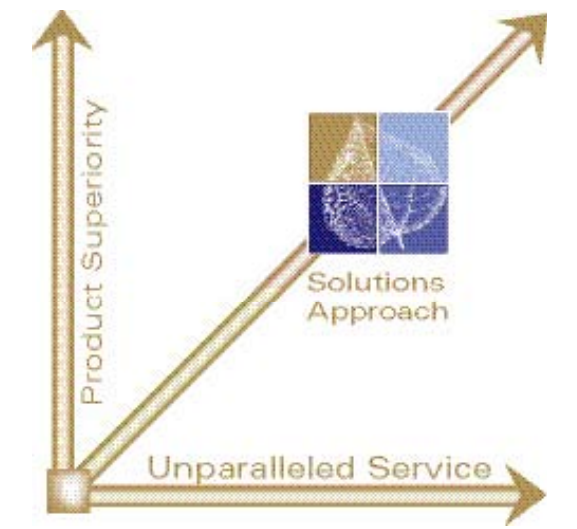
reinvesting in ourselves with continued education, resource management, and a commitment to improving stakeholder value.

assembling our knowledge and strategically aligning our processes and projects.

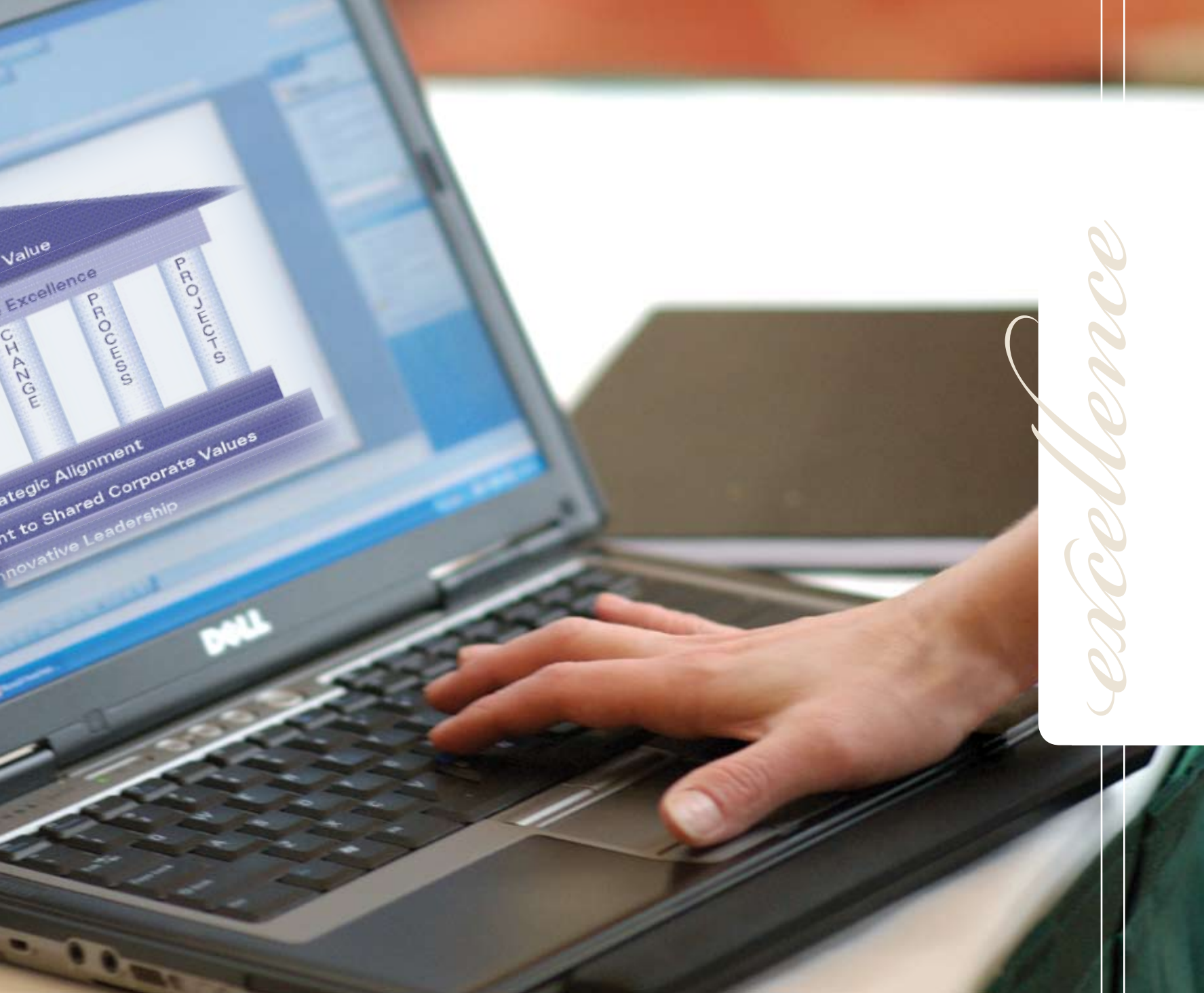
developing "best practices" in our "areas of excellence" where specialization can drive differentiation.

expanding our penetration of the new and existing global markets we serve.

Our core market will continue to be post acute and we will expand to serve the Acute - Post Acute - Homecare continuum.



strategy



excellence

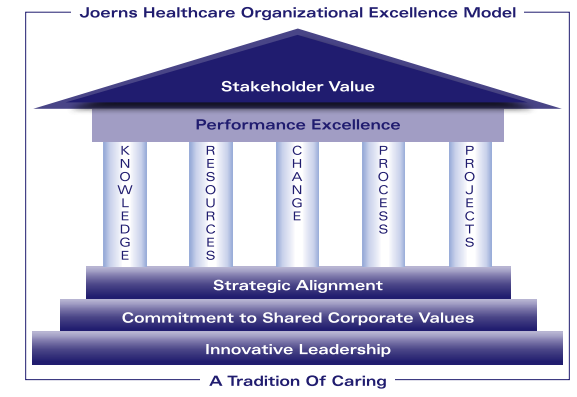
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Joerns Organizational Excellence Model

We live and work in an increasingly complex world. Technological innovation has allowed businesses to work faster than ever with resources that circle the globe. To be successful today, we must all work with a common understanding of who we are, what we are trying to do, and how we will get things done.

A key tool in delivering on our strategy will be our Organizational Excellence Model. The model helps ground us in the idea that there is purpose behind what we do – creating stakeholder value bound by A Tradition of Caring. It defines our foundation as a layering of Innovative Leadership, Commitment to Shared Corporate Values, and Strategic Alignment. Those layers, coupled with process and purpose, tell us who we are and what we strive to accomplish.

With our foundation firmly established, we can begin to “get things done.” Our objective is performance excellence, and that can only come from a systematic way of working together. Knowledge Management, Resource Management, Change Management, Process Management, and Project Management are the enablers. Each must be balanced in order to deliver our goal of exceptional performance and provide value to all our stakeholders. It is also important to realize that stakeholders include all of us, our associates and their families, the communities we live in and support, suppliers in various parts of the world, people who need our products to care for or be cared for, and our financial investors that expect a return on their committed investment.



excellence