# Bringing better to the bedside.



**People**Practice**Purpose** 

ANESTHESIA

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Bringing better to the bedside through clinical leadership, innovation, and culture.



To build exceptional clinical partnerships that transform care and enhance health in the communities we serve.

# Our values

## QUALITY

We strive for better in every aspect of our practice.

## **SERVICE**

We take care of our patients, our partners, and each other.

## **TEAMWORK**

We work in unison with shared purpose.

## **COMPASSION**

We bring empathy and understanding to the bedside and each other.

## INTEGRITY

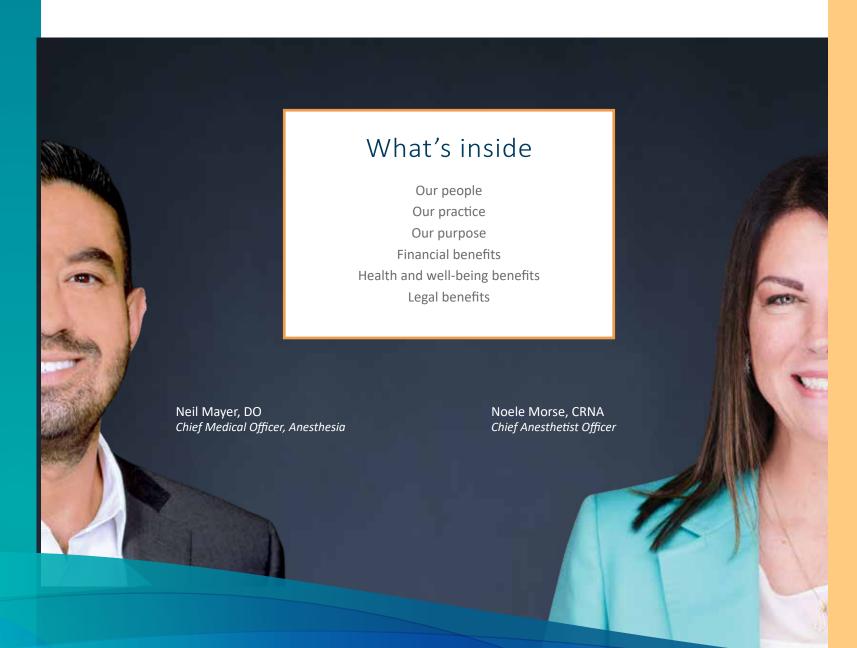
We do right by one another, our partners, and patients.

## **About Sound Physicians**

We're a physician-founded and led multispecialty medical group with more than 4,000 physicians, advanced practice providers, CRNAs, and nurses practicing in 400-plus hospitals across 45 states. We specialize in emergency and hospital medicine, critical care, anesthesia, and telemedicine.



Our medical group is built on the simple idea that we're a place where we can be proud of the care we give, every day. With a patient-first mindset guided by outstanding clinical leaders — we fulfill our promise of **bringing better to the bedside.** 



# Our people:

# How we bring better to the bedside

We're nothing without our people, and Sound benefits from incredibly talented team members.

- We foster a closely knit team culture.
- We develop clinical leadership at every level.
- We're a destination for clinical thought leadership.

# How we stand out as a medical group

- 30 percent of new colleagues come from internal referrals to our medical group
- 25 percent lower clinician turnover than national benchmarks
- 150-plus physicians, advanced practice providers, and CRNAs promoted to leadership roles in past two years
- 100-plus clinicians transferred within the medical group in past year
- Named Becker's top 150 places to work in healthcare in 2023
- Achieved Great Place to Work Certification in 2022

# What our people say

"My clinical team holds a special place in my heart, and we are all very close with one another at work and outside of work."

"I have never seen a team work so smoothly together. Everyone I work with has been pleasant, competent, and a blessing to work with and beside."

"The people I work with are tremendous. We've built a great team here. We are like a family!"

"I feel 100 percent supported by my team at Sound. Best place I've worked in years!"

From our 2023 survey of 1,800 bedside clinicians.

# Our leaders

We're empowered clinicians who appreciate the value of teams built on trust, and we take care of each other with the same consideration we show our patients.

Strong clinical leaders at every level, many of whom have grown within Sound, are at the core of our success. We foster a healthy, collaborative team culture, embrace diverse perspectives, and celebrate accomplishments big and small.



John Birkmeyer, MD President, Medical Group



Noele Morse, CRNA Chief Anesthetist Officer



Jaspreet Singh, MD Regional Medical Director



John Rexwinkle, CRNA Associate Chief Anesthetist Officer



David Leachman, MD CEO, Anesthesia



Sarah Garber, MD
Associate Chief Medical Officer



Jim Pujolas, MD Regional Medical Director



Collin Brown, CRNA Associate Chief Anesthetist Officer



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Neil Mayer, DO Chief Medical Officer



Adam Boyd, CRNA
Vice President, Clinical Performance



Alfred Imbody, CRNA Associate Chief Anesthetist Officer



Jennifer Quicci, CRNA Associate Chief Anesthetist Officer

# *Our people:* Finding the right fit

We invite you to join our medical group in the role that's best for you. Work-life balance is a particularly strong predictor of happiness, so we strive to create individualized scheduling and contractual arrangements that meet your personal and professional needs. We know clinicians value flexibility, so Sound offers an array of options across roles (employed, independent, and contractor) and schedules (full-time, part-time, job share, and PRN).

# Leadership

We pride ourselves on innovation and offer a variety of leadership roles to allow clinicians to make a greater impact on their patients, teammates, and community. Starting with practice-level roles, ranging to regional and even national involvement, Sound offers the opportunities of a large organization with the upward mobility and leadership development of smaller groups. We're very proud of our many internal promotions that have come about as a result of our coaching and mentorship plans.

# Ambassador (travel) team

As a Sound ambassador, you'll work at multiple practices across a region or, in some instances, across the country. Our ambassadors play a critical role in contributing to our programs with skilled patient care or interim leadership where needed. Each ambassador is aligned with the overall performance of Sound's programs and bridges relationships between hospital administration and medical staff. Being an ambassador is a great way for clinicians to get acquainted with a wide range of programs, earn premium compensation, and choose a program based on direct experience. We offer professional assistance with hospital privileges and medical licenses. Travel and housing are provided, along with a dedicated travel coordinator who will assist with planning.

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## Culture of collaboration

We believe in a culture of collaboration that allows for all of us to practice at the top of our license while leaning into our respective expertise. We understand the importance of each role, whether physician anesthesiologist or CRNA, and how cohesive teams facilitate seamless, efficient care. Flexible care team models and leadership development foster innovative solutions in a dynamic healthcare environment.

# Focus on clinical excellence

We distinguish ourselves as a leader in the field with a focus on clinical excellence and leading-edge care. Best practices are shared through a variety of means such as quality councils and routine leadership touchpoints to provide continuing medical education. Specialty experts partner with staff clinicians to ensure patients receive the optimal anesthetic experience, maximizing safety and comfort through evidence-based, team-driven application. We develop and follow core clinical processes and protocols that help reduce variation and ultimately help our patients mobilize more quickly, reduce their pain, and discharge sooner for a better overall experience and outcome.

## Practices coast to coast

Should you find yourself needing to relocate, enjoy the flexibility of moving within our practices from coast to coast. With over 40 sites throughout the country, there's a Sound anesthesia opportunity near your desired destination. Traveling roles allow for variable clinical requirements while meeting your geographic needs.

# Our people:

# Professional development

Our purpose is to bring better care to the bedside in every community we serve. We do so under the thought leadership of nationally renowned specialty leaders and by investing heavily in coaching and development for all our clinicians.

Whether you're striving to become a leader or simply want to fine-tune your clinical skills, we understand the importance of ongoing professional growth and development. New and emerging leaders find a foundation with Sound that allows them to thrive in roles with greater responsibility, and experienced leaders can enhance their acumen through coaching, mentorship, and course offerings.



# Compass

Designed for chief residents and fellows interested in taking on a leadership role, Compass offers mentorship from and collaboration with our senior leaders throughout the one-year program. With a core curriculum around leadership that's focused on teamwork, innovation, patient experience, and transitions of care, we help you develop your path to growth. The program includes a monthly stipend for your remaining months of training in consideration for an early commitment to Sound.



# EmLe (Emerging Leader)

Interested physicians and CRNAs who are identified to lead can connect with a cohort of other emerging leaders. The EmLe program offers monthly journal clubs, group projects, invitations to national events, and the opportunity to connect with specialty leaders. After completing the EmLe program, participants are considered qualified successors for practice leadership roles within the medical group.



# Medical Director Learning and Leadership Academy

Sound's core curriculum for development is anchored on the fundamentals necessary to be a successful leader, including communication, strategic alignment, resilience, and servant leadership. Educational events throughout the year focus on these competencies, offering virtual and in-person forums to gain and apply new skills.



## Medical Director Summit

This highly anticipated annual event for clinical leaders offers time to learn, share, and have fun with peers across the country. Sessions focus on updates for our medical group as well as specialty-specific topics designed to help leaders more effectively guide teams and strengthen partnerships.



# National Leadership Zoom

Each quarter, our leaders attend the National Leadership Zoom, a virtual session that combines education, collaboration, and celebration. Leaders come away informed and inspired by new ideas they can bring back to their teams.



## **Crucial Conversations**

This essential course addresses the "crucial conversation" between two or more people: it's a high-stakes conversation in which opinions vary and emotions run high. This course teaches participants how to navigate these conversations through persuasive speech and a focus on fostering teamwork.



# Medical Director and Practice Chief Bootcamps

Sound provides quarterly anesthesia leadership bootcamps to educate our practice leaders and promote professional development. Leaders are instructed on the operational and clinical goals at the forefront of anesthesia practice, leveraging our national footprint to share successes and address opportunities. Clinicians are given a platform to highlight their accomplishments while receiving mentorship to improve their skills and refine their practice.

# **Our practice**

Our practices thrive by following these simple principles:

- Empower local, community-minded practices, with national support and resources when they need it.
- Be resourceful at the bedside and beyond.
- Build practices in which people feel valued, compelling them to refer others.

When you join a Sound anesthesia practice, you can expect an environment in which:

- Scheduling and workload are locally determined, with practice autonomy and national support.
- Physicians and CRNAs work together at the top of their licenses to provide the best patient care.
- Local and regional leadership advocate for practice innovation.
- Clinical excellence is recognized.
- Your feedback is welcome and your professional development is nurtured.

# How does Sound bring **better** to the bedside in anesthesia?

Sound Anesthesia has quickly become a recognized and celebrated name in an evolving healthcare market. With over 40 practices in more than 15 states, Sound's flexible staffing models and transparent approach to hospital partnership have allowed for steady growth while maintaining high standards for quality care. We accomplish this through a rolling review of practice excellence, including:

- Clinician job satisfaction, including compensation and workload
- Facility alignment and growth
- Core processes and workflows
- Patient experience and outcomes
- Quality metrics and clinical initiatives
- Graduate medical education support
- Leadership development opportunities

# Our purpose

As a physician-founded and led medical group, our promise is to bring better to the bedside: better ideas, better approaches, better care.

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- Patients come first, always.
- We drive clinical excellence, innovation, and equity.
- We advocate for our people on legislative matters that affect them.
- We grow the next generation of healthcare leaders.
- Just as we take care of patients, we also take care of our own.

# Our annual impact as a medical group

- 350K annual anesthetics
- 100K critical care discharges
- 1.3M hospital medicine inpatient discharges
- 1.2M emergency medicine patient visits
- 600K surgical cases
- 15K telemedicine patients
- We treat 6 percent of the nation's hospitalized patients.
- We partner with 50-plus Level I and II teaching hospitals.
- We're recognized as a national leader and innovator in value-based care.

## We take care of our own

SoundStrong is a 503(c) public charity formed to help our colleagues cope with unexpected hardships that place undue financial stress on them and their families. This commitment to their well-being allows them to recover faster and get back to the meaningful work we do here at Sound.

SoundStrong

# Diversity, equity, and inclusion (DEI)

We believe diversity, equity, and inclusion is woven throughout all that we do at Sound and in all our clinical practices. To that end, we strive to:

Cultivate a workplace that is inclusive, diverse, and equitable, and offer a genuine sense of belonging to all colleagues, no matter who you are or where you work and live.

Provide thoughtful, culturally competent care that is equitable and clinically sound, no matter where our patients see us, while recognizing and addressing healthcare disparities for

Challenge the status quo and identify opportunities to evolve our practices to better meet the needs of our teams, our partners, and our patients.

# **Building community**

Our promise is to bring better to the bedside and beyond, in everything we do, always through the lens of diversity, equity, and inclusion. We have an established DEI Council as well as a team of diversity champions who support and extend the work of the council throughout the organization. To help foster strong community within Sound, and to build advocacy and allyship, we offer open membership to our affinity and community groups:

- Black professionals network
   Veterans of Sound
- Sound Pride
- Young professionals network
- Women of Sound
- Parents of Sound

# Achieving equity in healthcare

To work toward greater health equity for our patients, we're focused on:

Diversity in recruitment: We seek to increase the proportion of underrepresented U.S. racial and ethnic minorities within the healthcare profession.

Practicing our principles: We seek to create multidisciplinary teams who can successfully and consistently address social determinants of health.

Clinical education: We seek to promote consistency and equity of care through evidence-based guidelines, as well as integrate cross-cultural education in the training of all current and future clinicians in our practices.

Better research and data: We seek to collect and report data on healthcare utilization by race and ethnicity, which ultimately helps inform our progress toward eliminating healthcare disparities.

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# Financial benefits

## Our compensation philosophy

Your contribution to Sound is essential to our improvement, and we believe in rewarding your efforts. Sound's benefits portfolio is designed to optimize your cash compensation while offering an array of benefit choices to meet your personal and family needs.

- We offer fair, market-based compensation. It's important you feel valued for the meaningful work you do, and that requires vigilance on how the market is moving related to compensation. We take a proactive, data-based approach by conducting biannual benchmarking and collaborating with hospital partners where adjustments are needed.
- We offer locally determined, variable incentive programs based on quality of care, good citizenship, and efficiency aligned with hospital goals.
- We ensure you receive competitive, benchmarked compensation on day one. While our senior partners hold equity in Sound, we don't use promises of future equity value as a substitute for fair clinical pay from the start.
- We've listened to what our clinicians want. Our benefits optimize cash compensation and give you the choice in how to use it.
- We value strong leadership at the practice level and offer competitive compensation for administrative roles with incentive structures to reward building strong teams and relationships with partners.
- We offer rich referral rewards. When you help us grow our team with great people, everyone benefits — our medical group, our partners, and our patients.

# Financial benefits

## Continuing medical education and well-being reimbursement

Sound offers variable additional benefits including negotiable continuing medical education funds depending on role and responsibilities.

## **Student loan refinancing**

Alleviate compounding interest on your student loans when you refinance your federal and private student loans with Sound's preferred partner. You'll receive a 0.125 percent rate discount when you apply through Sound.

## Group-funded 401(k) plan

Sound offers a retirement savings plan with an array of investment options, allowing pre-tax contributions through payroll deductions. You're eligible to participate in the 401(k) on your date of hire, and after 18 months, Sound offers an employer match contingent on medical group financial performance.

# Health and well-being benefits

## Medical, dental, and vision

Sound offers comprehensive medical, prescription, dental, and vision coverage with a generous health savings account contribution that increases with tenure.

## Flexible and dependent care savings accounts

Sound offers both flexible and dependent care accounts that have tax advantages for certain out-of-pocket expenses related to healthcare, or for child or adult daycare.

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# Health and well-being benefits

## **Disability**

Sound provides basic long-term disability coverage at no cost to you. You have the option to purchase additional coverage for short-term disability and to supplement your long-term disability benefit.

## Life and AD&D insurance

Sound provides group life and AD&D insurance and covers the full premium for this benefit. Optional term life insurance is also available for you, your spouse or domestic partner, and your children at affordable rates.

#### Pet insurance

For many of us, our dogs and cats are truly members of our families, and veterinary care can be expensive. That's why we've partnered with Pet's Best to help defray some of the cost of care.

## Colleague assistance program

To help you and your household members cope with everyday life, work challenges, stress, family problems, and other personal issues, an employee assistance program (EAP) is available 24/7. Completely confidential, this service is for all colleagues and members of their household. Enrollment is automatic, and Sound pays the full cost of coverage.

## Peer support program

For more than five years, Sound has invested in a peer support program, modeled after Johns Hopkins' well-known "Caring for the Caregiver" program. Connect confidentially with a trained Sound peer responder by phone to help address stress or trauma caused by patient-related events.

# Legal benefits

## **Professional liability coverage**

You shouldn't need to worry about your professional liability coverage and support, and with us, you won't. Sound partners with an A-rated carrier with greater-than-recommended limits of liability. In addition, we have a litigation support team available 24/7 for any concerns or questions.



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