

Bringing **better** to the bedside.



PeoplePracticePurpose

CRITICAL CARE

CRITICAL CARE



Our vision

To be a world-class medical group that improves quality and reduces the cost of healthcare for patients in every community 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.

INNOVATION

We drive new and better ways of doing things.

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 people

Our practice 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 team-first mindset guided by outstanding clinical leaders — we fulfill our promise of **bringing better to the bedside.**

What's inside

- Our people
- Our practice
- Our purpose
- Financial benefits
- Health and well-being benefits
- Legal and immigration benefits

Sergio Zanotti, MD, FCCM
Chief Medical Officer, Critical Care

Sergio Zanotti, MD, FCCM
Critical Care Medicine

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 closely knit, STIQI* team cultures.
- We develop clinical leadership at every level.
- We're a destination for clinical thought leadership.

**Teams anchored on our core values of service, teamwork, integrity, quality, and innovation*

Our approach to critical care medicine

As a critical care team, we're focused on providing high-value care to the hundreds of thousands of patients we serve each year. And as a rapidly growing practice, we believe that the relentless pursuit of a shared mindset, much more so than a rigid blueprint, leads to successfully scaling excellence. The Sound Critical Care Mindset is a set of principles and program initiatives that define our approach to developing and running critical care programs. Our principles are the blueprint for improving our quality and value of care, and our top five program initiatives give us a solid framework from which to scale clinical excellence throughout each of our programs.

Most organizations know what they do, and how to go about doing it. Very few organizations, however, understand why they do what they do. The why is the purpose of the organization, and for Sound Critical Care, it serves as our north star.

Sound Critical Care was created to challenge the status quo and transform the delivery of critical care medicine at community hospitals throughout the U.S. And our daily commitment in all we do is to bring better care to the bedside for our patients.

Our leaders

We're empowered clinicians who appreciate the value of teams built on trust, and we take care of each other just as we do our patients.

We thrive thanks to our strong clinical leaders at every level — many of whom have grown within Sound. And we foster a healthy, collaborative team culture, embrace diverse perspectives, and celebrate accomplishments big and small.



John Birkmeyer, MD
President, Medical Group



Stephen Matchett, MD
CEO, Critical Care



Sergio Zanotti, MD, FCCM
Chief Medical Officer, Critical Care



Jacob Adams, DO
National Tele-ICU Director, Critical Care



Melanie Atkinson, MSN, FCCM
Vice President, Performance Management



Meghan O'Brien
Senior Vice President, Operations

Our people: ***Finding the right fit***

We invite you to join our medical group in the role that best suits you. Work-life balance is a particularly strong predictor of happiness, so we strive to meet you where you are with scheduling and contractual arrangements.

Intensivist and Critical Care APPs


At the bedside, we remain at the forefront of transforming and advancing patient care that leads to improved patient outcomes and ICU performance, and greater patient satisfaction. We boast a truly multidisciplinary team of board-certified intensivists and critical care-trained advanced practice providers (APPs). We ensure you have the time and resources needed to deliver compassionate care within a culture that promotes autonomy, mastery, and purpose. Our intensivist teams are change agents within the hospital ICU setting and continue to elevate the level of care in the communities we serve.

Leadership

Being a change agent on behalf of your patients and teammates at your hospital, and within the community you care about, is extremely rewarding. We invite you to consider exploring leadership positions with our medical group, knowing we have your back. If you're interested in growing your career, we've defined a leadership pathway to help you every step of the way.

Ambassador (travel) team

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.



Our people: *Supporting clinical excellence at the bedside*

When it comes to developing our teams, we offer multiple avenues for learning and growth. We know bringing better to the bedside takes support, and we invest heavily in your development with opportunities to learn individually and as a team. Great clinical care is our top priority, and we're proud to have these avenues to educate our clinicians and elevate our care.

Critical Matters: A podcast

Hosted by Dr. Sergio Zanotti, Chief Medical Officer for Sound Critical Care, this podcast explores a broad range of topics related to the practice of intensive care medicine.



Clinical collaboratives

As a nationwide practice, we look for ways to engage clinicians across our programs and develop better clinical protocols. Our collaboratives are a way for us to bring together clinicians and clinical leaders who share a specific clinical interest and the desire to practice better medicine. Currently, we have three areas of focus:

- **Extracorporeal membrane oxygenation (ECMO)**
- **Point-of-care ultrasound (POCUS)**
- **Critical care advanced practice providers**

Critical care newsletter

We also publish a monthly newsletter highlighting content related to critical care medicine, including clinical best practices, links to our monthly webinars, podcast episodes, and more.

Op-Med Blog

Our Sound blog pulls in interviews, clinical expertise and thought leadership, and human-interest profiles across our acute and post-acute care specialties, showcasing our broad reach and impact.

Our people: *Professional development*

Our purpose is to bring better care to the bedside in every community we serve. We do that 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.

Roots

Our Critical Care fellowship onboarding program, called Roots, is designed for critical care colleagues who recently finished fellowship training. This 12-month track offers an extended curriculum led by Chief Medical Officer Sergio Zanotti that includes one-on-one career counseling and a cohort of webinars that touches on topics relevant to your first year of practice in critical care. With Roots, you get focused support as you transition from fellowship into your first year as a physician with Sound Critical Care.



EmLe (Emerging Leader)

Physicians and advanced practice providers who are interested in and 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.



Crucial Conversations



Our five practice principles

Continuous improvement

We believe everything we do in the ICU is a process that can be improved. Recognizing work activity within the ICU as a process is the first step. Once a process has been improved — changed from the current state to the target state — the new, improved process becomes the current state. Over time a new potential target state will be possible, perpetuating the cycle of continuous improvement. Continuous improvement is a journey, not a destination, and it's important to emphasize that improving a process usually requires small changes to multiple aspects of the process instead of major overhauls.

Value creation

Healthcare is for patients — as such, work in the ICU should be designed first and foremost to benefit the patient. Better patient outcomes at lower costs broadly define value in healthcare. Outcomes include clinical results (mortality, organ failure, complications) as well as the patient's experience, which includes your ability to communicate clearly and compassionately with the patient and their family.

Unity of purpose


In the complex and ever-changing environment of the ICU, having a shared direction among all of our teams, across programs, is essential. We align around and focus on a standard set of principles, initiatives, and goals, and ensure our teams have a clear understanding of our mission around caring for patients. Unity of purpose is our true north of all our teams.

Respect for the people who do the work

The value of what we do in critical care takes place at the bedside, when we care for patients. We do not subscribe to a top-down approach with rigidly prescriptive solutions for compliance. We believe a system that promotes self-direction by way of our shared mindset is more likely to create meaningful engagement. We value our clinicians at the bedside and the solutions you bring based on your particular experience.

Flexible regimentation

Every system is perfectly designed to produce the results it gets. The problem, however, is that many of our processes are poorly designed, leading to poor outcomes. To develop better processes, we need both regimentation and flexibility. We blend standard processes across our programs with the flexibility to evolve our processes as new evidence and better methods come available.



Our top five program initiatives

Multidisciplinary rounds (MDRs)

These collectively serve as the motor for implementing an intensivist-led multidisciplinary critical care program. We embrace a standard practice that brings together multiple disciplines in the ICU, including intensivists, advanced practice providers, nurses, respiratory therapists, pharmacists, nutritionists, physical therapists, chaplains, and case managers. Together, we define a daily plan of care for each of our patients in the ICU.

Practice guidelines

This multidisciplinary committee is the venue for designing better critical care and bringing the best available evidence to the bedside. Members identify process improvement opportunities and apply PDSA methodology to foster continuous improvement in the ICU.

Performance management

Our performance management process supports our program medical directors as they work to improve their programs. The discipline of regularly identifying priorities, reviewing data, and formulating action plans is crucial in creating change at the individual program level. This ability to learn from our collective experience is what differentiates our practice.

Team meetings

We're a team of teams, and through our Sound Critical Care Mindset, self-direction ultimately creates an environment conducive to empowered local teams and clinician engagement. Meetings are where we discuss issues related to our practice and serve as an opportunity to create alignment. When we align, we create a shared understanding and purpose, which helps us perform at a higher level and deliver greater value to our patients and partners.

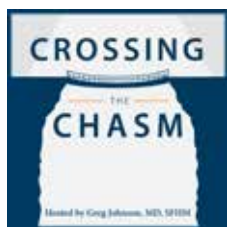
Communication

Effective communication drives positive clinical outcomes, increased patient satisfaction, professional engagement, and acknowledged value from the hospital partner's perspective. No situation can have too much communication. We recognize that poor communication equates with low-value care, and as such, we strive to provide excellent care and excellent communication.

Diversity, equity, and inclusion (DEI)

“Eliminating health inequities in our practices is one way we care for our patients. Our affinity groups are another way we demonstrate we care for our people. Our DEI initiatives holistically reinforce we care ... period.”

– Greg Johnson, MD, SFHM
CEO, Hospital Medicine, Chief Diversity Officer



Dr. Johnson hosts the podcast “Crossing the Chasm” and was named by Becker’s Healthcare as one of the 149 Black leaders to know in 2023.

BECKER’S
HOSPITAL REVIEW

149 Black healthcare leaders to know | 2023

Whoever you are, wherever you come from, you belong at Sound. We invite you to participate in our thriving colleague community and join one of our DEI affinity groups.



Working toward greater health equity

Recruitment:

Increase the proportion of underrepresented U.S. racial and ethnic minorities among healthcare professionals.

Practice focus:

Redesign multidisciplinary teams to address social determinants of health consistently.

Education:

Promote consistency and equity of care through evidence-based guidelines. Integrate cross-cultural education in the training of all current and future health professionals.

Research and data:

Collect and report data on healthcare utilization by race and ethnicity. Monitor progress toward elimination of disparities.

Financial benefits

Our compensation philosophy

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.

Path to partnership

Sound rewards engaged clinicians who have tenure with the organization. With two years of service and a proven track record of good citizenship and meaningful contributions to your team, you can achieve partner status leading to income growth, enhanced CME, and eligibility in Sound's deferred compensation plan.

Continuing medical education and well-being reimbursement

Sound offers tax-free continuing medical education (CME) reimbursement as well as free CME through Sound's proprietary platform, Sound Institute, accredited by the ACGME. Funds can also be used toward eligible expenses related to well-being.

Student loan refinancing

Alleviate compounding interest on your student loans when you refinance your federal and private student loans with Sound's preferred partner.

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.

Licensing and DEA costs

Your state license, U.S. Drug Enforcement Administration (DEA) license, and renewal fees are covered or reimbursable for any sites where you work.

Deferred compensation

Upon becoming partner, you're eligible to participate in Sound's deferred compensation plan, allowing partners the ability to put away up to 50 percent of their salary on a pre-tax basis. This grows tax-free, as opposed to a 401(k) with annual caps. Participants can select from a portfolio of options based on risk tolerance.

Health 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. Choose between two plan options and get access to our internal healthcare navigator to help you better understand the cost of care and personally assist with claims.

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.

Disability

To ensure you're prepared for the unexpected, 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. Colleagues can enroll anytime.

Lactation support

In support of nursing mothers, we offer reimbursement for expenses from using Milk Stork, a service that allows colleagues traveling for work to safely ship breast milk home.



Well-being benefits

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.

Patient safety organization (PSO)

We know our clinical colleagues appreciate an organization that puts safety and improving care at the center of what we do. Sound's PSO is a legally protected confidential forum to learn from our own clinical data and gain insight.

Legal and immigration benefits

Professional liability coverage

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.

Prepaid legal insurance

This valuable, affordable benefit saves you time and money, plus gives you peace of mind that you and your family are protected through life's legal matters.

Expert immigration support

We're proud to have one of the most knowledgeable in-house immigration teams. Sound sponsors physicians who are on a J-1 visa waiver or non-immigrant H-1B visa and to help those who require renewal of the H-1B visa. We cover all required filing fees and will start your Green Card process upon executing an employment agreement. We have a 100 percent approval rating with our H-1B sponsorships.



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