

Bringing  
**better**  
to the  
bedside.



**PeoplePracticePurpose**

EMERGENCY MEDICINE

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## Our mission

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

## Our vision

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 people

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**.

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Tony Briningstool, MD, FACEP  
CEO, Emergency 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 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

## 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



Tony Briningstool, MD, FACEP  
CEO, Emergency Medicine



Holly Kunz, RN, MA-HCA, BSN, CEN  
Vice President, Operations



Tiffany Coyle  
Chief Operating Officer



April Burke, PA-C  
Vice President, Advanced Practice Providers



Sanjay Iyer, MD  
National Medical Director, Practice Performance



Liz Baker  
Associate Senior Director, Clinical Recruiting



## ***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're at regarding scheduling and contractual arrangements. In today's environment, many seek more flexibility and control of their schedule, so Sound offers an array of options across roles (employed, independent contractor, and virtual) and schedules (full-time, part-time, job share, and PRN).

## 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. Our path starts with site-level leadership, with the opportunity for system, regional, and national leadership roles over time. While any physician who has applicable experience can join Sound at any point on this path, we're very proud of our many internal promotions that have come about as the result of Sound's coaching and development 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 take on 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.

## Practices coast to coast

In any role at Sound, enjoy the portability of moving within our practices if you find yourself at the crossroads of needing to relocate. We have hundreds of practices across the country that allow you to keep your benefits and work through a seamless transition

## Creating healthy culture together

We believe maintaining group culture is an active process with an upfront investment of time, talent, and resources by the individuals who are part of our practices. Being intentional around our collective well-being offers many benefits. As a team, we focus on five key areas that help us build and strengthen healthy group culture:

### 1. Recruit together.

We work to identify team members ahead of time who applicants can connect with throughout their interview process. And we celebrate new physicians as they join, letting them know they matter to our teams and that we're excited they're here.

### 2. Sit together.

We make it a priority, even if it means taking extra steps in the day to get there. Spending time together and communicating with each other on shift is invaluable. Teams frequently find a natural space to ask each other for second opinions or for an extra set of hands for procedures.

### 3. Break together.

Every break room is unique, and with the investment of a little time, we're able to create welcoming, comfy, and relaxing spots for our teams.

### 4. Learn together.

When we sit together, we frequently have opportunities to teach each other in short bursts. However, designated education time off shift is important. Through quarterly journal clubs or regional CME conferences, where several from a team can attend and bring their families, we gain synergy in clinical excellence while enjoying and getting to know each other and our families.

### 5. Have fun together.

Setting up opportunities outside of work to recreate and socialize — whether hiking, golfing, traveling, fishing, dancing, or exploring the local food and arts scene — is a way to create community, support what you love to do, and celebrate one another.

## 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

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)

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.



### EM Leadership Huddle

Our Emergency Medicine (EM) Leadership Huddle, led by Dr. Tony Briningstool, Sound's Emergency Medicine CEO, each month brings together the senior leadership team, medical directors, associate medical directors, lead advanced practice providers, and operational leaders. Being part of a large medical group practice has its advantages. With our multispecialty approach, we have a foundation to create integrative solutions that we can offer our hospital partners. Within our medical group, we focus on building synergy around our integration and also ensure alignment within our emergency medicine specialty.

## 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



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

Our Sound Emergency Medicine (EM) practice embraces our patient-first, clinician-led culture and is intentionally focused on bringing better to the bedside through transformational leadership, clinical excellence, and culture. The emergency department is the front door of the hospital, and it is our privilege to care for more patients than any other hospital specialty. We take this responsibility seriously, and through our collaborative, team-oriented care model, we're able to deliver an exceptional care experience.

As a valued member of our Sound EM Team, you'll be supported and work within a highly engaged team of caregivers focused on excellence. Your professional satisfaction, career progression, and growth opportunities are important to us, and we're intentional in our commitment to be the practice of choice for our clinicians.

We strive to make our patients a priority and keep them at the center of everything we do. Through our intentional and collaborative practice model, we work diligently to coordinate all aspects of the care experience and aim to deliver a compassionate, efficient, and connected care experience to all we serve. When we remove barriers to care, cultivate cohesive teams, and measure our success, our patients win.

Here at Sound, we're intentional in how we approach improving operational performance and efficiency to drive better results for our patients. By focusing on the key drivers that shape the patient experience, we collectively achieve high-quality results across our practices. With our tools and technologies that connect clinical best practices to the bedside, and by leveraging our integrated programs, we're able to enrich the care we give. We're a team that is constantly evaluating and evolving our practice to ensure we meet the needs of our patients, our clinicians, and our hospital partners.

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

- Group practice norms are locally determined.
- Each practice has regular team meetings.
- Scheduling and workload are locally determined.
- Our staffing models often include our valuable advance practice providers.
- Teams promote a strong culture of autonomy, feedback, and recognition of clinical excellence, and openly share data.
- Expectations are aligned across our emergency medicine programs.
- Onboarding includes a dedicated specialist to help with credentialing.

## How we bring better to the bedside: ***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.

- 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

- 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.

Our high standards are evident in our commitment to clinical excellence, patient safety, and consistency in every emergency medicine practice. Within the first year, we universally experience the following results:

- 7 percent reduction in left before treatment complete
- 13 percent reduction in door-to-clinician times
- 5 percent decrease in discharge length of stay
- 4 percent increase in patient experience

## 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

We believe diversity, equity, and inclusion is woven throughout all that we do at Sound and in all our clinical practices, coast to coast. 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, and recognize and address healthcare disparities for marginalized groups.

**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. And 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.

## Financial benefits

### Our compensation philosophy

What you bring to Sound is essential to making us better, and we believe in rewarding all that you give. 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.

### 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, as well as greater influence on group decisions. With tenure of five years, you're eligible for senior partner status resulting in ownership within Sound through an equity grant.



## Financial benefits

### 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.

### 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 Accreditation Council for Graduate Medical Education. 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. 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.

## 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.

### 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

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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## *Legal and immigration benefits*

### **Expert immigration support**

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.



Browse opportunities  
by location:

[careers.soundphysicians.com](https://careers.soundphysicians.com)



[belong@soundphysicians.com](mailto:belong@soundphysicians.com)