

# Bringing **better** to the bedside.



**People***Practice***Purpose**

HOSPITAL 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 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

Mihir Patel, MD, MBA, CPE  
CEO, Hospital 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 teams.
- 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 2024

### What our people say

"Sound puts a huge emphasis on work-life balance. This opportunity has allowed me to continue leading in my field while keeping my personal life stable. That kind of flexibility is rare in healthcare."

**Eugene Kim, MD, FHM**  
Medical Director

## 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



**Mihir Patel, MD, MBA, CPE**  
CEO, Hospital Medicine



**Chia-Shing Yang, MD**  
Regional Chief Medical Officer



**Roberta Luskin-Hawk, MD**  
Regional Chief Medical Officer



**Dave Gonzales**  
Regional Chief Medical Officer



**Tom Kim, MD, MMM, FHM**  
Chief Medical Officer  
Sound Long-Term Care Management



**Rob Zipper, MD, MMM, SFHM**  
Chief Medical Officer, Physician  
Advisory and Health Policy



**Catherine Abshire, RN, BSN, MBA**  
Chief Nursing Officer



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

## ***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 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.

## Telemedicine

Our telemedicine physicians bring exceptional and performance-driven care to a growing number of patients across acute and post-acute care settings. As a telemedicine physician, you'll have a unique opportunity to practice remotely, learn from different teams, and work in a variety of environments. Being a telemedicine physician gives you flexibility in your schedule along with the ability to care for patients across different care locations and geographies.

## Nocturnist

If you prefer your daytime hours for personal commitments or family responsibilities, being a nocturnist can offer you better work-life balance. Additionally, this choice can offer greater income potential for fewer shifts worked. The nocturnist role has added advantages, including lower patient volumes and reduced administrative tasks while working with predictable hospital staff.

## Medical director for advisory services

If you're interested in the path to physician executive leadership, you may want to consider the role of medical director for advisory services. Physician advisors work elbow-to-elbow with physicians, staff, hospital leadership, and utilization management personnel in a non-clinical capacity to provide direct education and support in critical areas, including patient status, clinical documentation, compliance, and utilization management. While some of our advisors come to us with experience in this kind of role, we take pride in supporting our physicians, no matter their experience, in this career transition. Virtual and on-site positions are available, and both receive support from comprehensive onboarding and mentorship.

## Clinical performance nurse (CPN)

A signature of Sound's hospital medicine practice is the inclusion of a clinical performance nurse (CPN) who is responsible for supporting better clinical outcomes for patients and delivering better performance to our hospital partners based on their priorities. These individuals are administrative and represent our commitment to improving clinical outcomes for our patients and hospital partners.

## Practices coast to coast

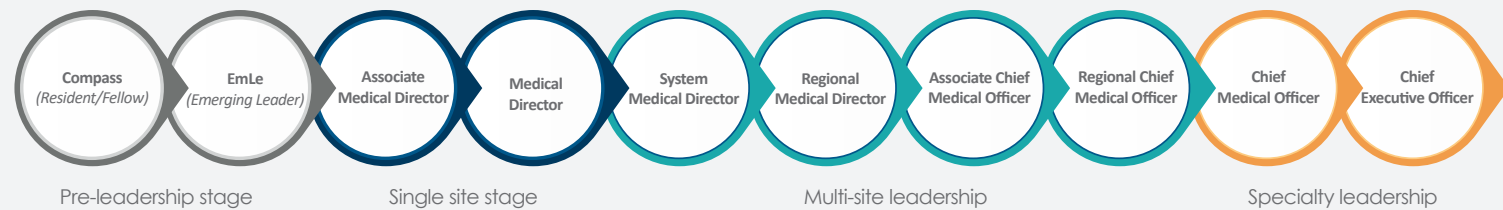
In any role at Sound, enjoy the portability of moving within our practices if you find yourself at the crossroads of needing to relocate. We have hundreds of practices across the country that allow you to keep your benefits and work through a seamless transition.



## 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.



## 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

## 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)

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.



## Our practice

Our practices thrive by following these simple principles:

- Empower local, community-minded practices, with national support and resources when they need it.
- Get rid of stupid stuff – at the bedside and beyond.
- Build practices in which people feel valued and thrive, compelling them to refer others.

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

- Scheduling and workload are locally determined, with reasonable expectations around patient volume.
- Clinical excellence is recognized.
- Expectations are well-aligned with hospitals, and we enjoy solid, stable partnerships, with 94 percent retention.
- Teams promote a strong culture of autonomy, feedback, and recognition, with data openly shared.
- Local and regional leadership advocate for practice innovation.
- Onboarding is hassle-free, with a dedicated specialist to help with credentialing.

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

For over 20 years, we've been at the forefront of driving clinical excellence in the inpatient setting by developing a reproducible model that reduces care variation for better patient outcomes and experience. We do this through a universal assessment to ensure all aspects of our programs follow best practices, including:

- Team culture and alignment
- Core processes and workflows
- Patient experience
- Patient outcomes, including length of stay and mortality
- Hospital priority outcomes
- Readmission mitigation
- Partner integration

## 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 hospital medicine practice. Within the first year, we universally experience the following results:

- 11 percent reduction in patient length of stay
- 21 percent reduction in readmissions
- 4 percent increase in patient experience
- Adoption of advanced care planning conversations to align with goals of 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**

## Our values in action

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 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. 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 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 12 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.

### Supplemental health benefits

Sound offers optional supplemental hospital indemnity and accident insurance.

### 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.

### Optional voluntary benefits

Sound has partnered with top insurance carriers to offer discounted pet insurance, auto and home insurance, and exclusive employee discounts.

### 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 It 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)