





Portraits in Resilience Report to the Community 2021



Board of Directors	1
Executive Leadership Team	2
Letter from the Board Chair and President & CEO	3
Sound Board Expands	5
Client's Story of Resilience	6
Going Above and Beyond the Call: Sound Team Member, Dawn Rose	8
To Telehealth and Back Again	10
Sound Addresses Workforce Shortages	12
Sound Team Rallies Support with the Provider Give Back Campaign	14
2021 Financials and Demographics	16
2021 Supporters	17

Click each item above to go directly to that section!

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FROM SOUND SENIOR LEADERSHIP

We Are Resilient

Words like "lockdown," "social distancing," "mask mandates," and "herd immunity" became our common language in the aftermath of the pandemic. While these words carried significance to us all, another word emerged as Sound's truth this past year: "resilience." Our clients, our team members, and our leadership team were faced with ongoing obstacles and hard realities that truly tested us. And revealed a lot about us, too.

Despite the challenges, we would rather embrace them as opportunities. Opportunities to adapt and move forward; to look toward the future, even when the present is difficult. Though the challenges were many, below are just a few that reflected our resolve and resilience during difficult times.

Addressing Workforce

The pandemic, the "Great Resignation," and other factors made attracting and recruiting qualified workforce in community behavioral health more challenging than ever—even as the need for services surged. Despite double-digit vacancies, Sound never turned clients away, unlike many other providers.

While attracting talented workforce has always been critical, 2021 saw an even greater emphasis on it, creatively channeling resources from our Marketing, People Operations, and Learning departments to step up recruitment and retention in more dynamic and unconventional ways. We significantly increased outreach using multiple media platforms, continued empowering team members to join in our advocacy efforts to increase Medicaid rates, found ways to reduce costs and increase efficiencies to promote sustainable operations, and continued to pursue strategies to alleviate some of the financial burdens community behavioral health clinicians face. These were only a few of the ways we focused on workforce, and we will continue being resourceful as we overcome this significant challenge.

Adapting Finances

The strain on our workforce, naturally, impacted revenue. Though Sound was financially stable in 2021, increasing operational efficiencies would ensure stability in 2022 and beyond. Across every department we worked to reduce expenditures, make difficult choices and suspend projects that were not immediately essential. Overall, Sound explored and implemented novel workflows to reduce waste, assessed and prioritized investments to only those activities that supported key, essential initiatives and, overall, learned to manage with less personnel resources, particularly on the administrative side of our business. All of our team members made this happen. With more grit and hard work than words can communicate, armed with a deeply rooted "can do" attitude and with a deep commitment to our mission, our teams adapted. Not without challenges, of course, but we adapted.

Tailoring Care Delivery Model

The onset of the pandemic compelled Sound to accelerate our telehealth offering, from just a few telehealth service hours in February 2020, to thousands a month by the end of that year. This effort was nothing short of an extraordinary effort by our technology and clinical teams, which enabled us to continue serving our clients. Naturally, services tilted more heavily toward telehealth in the early days. As we began to cautiously re-open clinics in 2021, however, we needed to recalibrate our service mix to a more balanced telehealth/onsite service offering. If these changes taught us anything, it taught us to be agile and adaptable based on whatever our community needs of us.

Expansion

One might not think of expansion as feasible during an international health crisis, but that is exactly what we did in 2021. Even before the pandemic increased the



need for services, plans were underway to expand. We opened a new, larger facility in Snoqualmie that serves more clients in a community with a clear, growing need. At 2,600 square feet, it is double the size as our old Snoqualmie location and is situated more optimally in that community.

Similarly, progress with our Enhanced Service Facility (ESF) in Auburn experienced delays, again related to the pandemic and supply chain issues. ESFs are 16-bed 24/7 residential treatment facilities cited by Gov. Inslee as essential to address the growing need for people transitioning out of Western State Hospital. In 2021, we secured an additional \$3 million capital request from the state and Governor's office, along with the original \$2 million grant—and are proceeding with the project in 2022.

Conclusion

We foster resilience in our clients and our team members. So, it is only natural for the organization to call up on its own resilience during challenging times. We are incredibly proud of our accomplishments this past year, despite an unprecedented international health crisis and its continued influences. As always, it is through the dedication, hard work, compassion and sheer will power of hundreds of our people that we are where we are today, ready to take on whatever challenges the next year will pose.

Robert Stadler Board Chair Patrick C. Evans
President & CEO











OUND BOARD EXPANDS

Sound Team Member Pat Pagdilas-Shepherd

Sound Board Expands

Author and business consultant Ken Blanchard once said "The key to successful leadership today is influence, not authority." These words accurately sum up Sound's expanded Board of Directors, which grew by seven business and healthcare leaders in 2021. Sound's Board now sits at 18 volunteer professionals, who represent a wide array of business, healthcare, finance, technology, fundraising, law and consulting professions.

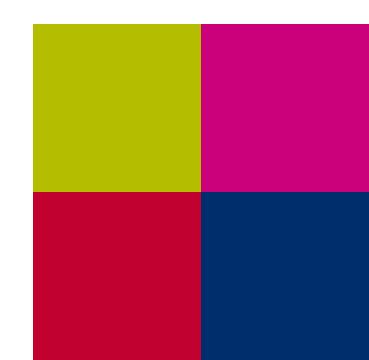
"Sound is committed to evolving as a healthcare business," said Patrick Evans, President & Chief Executive Officer of Sound. "The pandemic only placed greater emphasis on effective leadership, so having this group of accomplished professionals on our Board comes at a very significant time in our history. With our continued growth in primary care, new challenges facing us post-Covid, workforce challenges and many other opportunities ahead of us, our Board will offer crucial perspective and influence on the organization and its leadership."

The new members include Dipti Chrastka, of the UW School of Medicine; Roger Dowdy, Vice President, Mental Health Strategy with Providence St. Joseph Health System; Breck Lebegue, MD, MPH, former medical consultant, CHI Franciscan Health; Rami Rafeh, Vice President of Provider Strategy and Collaboration, Premera Blue Cross; Meg Taylor, CFO of Country Doctor Community Health Centers; Eddie Pasatiempo, President of EMP Consulting Group, LLC; Christine McHugh, former Tangelo Health and Starbucks executive; and Gary Oertli, former President of South Seattle College.

These new board members follow the earlier appointments of Rob Nielsen, Executive Vice President at JLL Seattle, and current Board Secretary; Sharon Griggins, fundraising professional and President of Sharon Griggins Consulting, Oren Lang-Furr, Partner at Ernst and Young; Tom Bolger (current Board Vice Chair), Chief Strategy Officer of West Monroe; and Shane Cramer, Partner at Harrigan Leyh Farmer & Thomsen law firm.

"The addition of these great leaders, really has created a very dynamic board," said Board Chair, Robert Stadler. "I look forward to many meaningful and strategic conversations with them all and believe their contributions will strengthen the long term strategic vision that Sound's executive leadership team has put into place. I am excited to lead that partnership."

To learn more about Sound's board of directors and to read their bios, visit www.sound.health/about/team.





Client's Resilience Carried Him through Life, the Pandemic and a Job

To say that Thomas, Sound client for the past five years, is resilient would be an understatement. He is the physical embodiment of resilience. At 62 years old, Thomas has seemingly experienced many lifetimes, given his experiences. He's a Leukemia survivor, he has battled addiction (he has been clean and sober for more than five years now), he has traveled the world, sailed the seas on fishing fleets, done construction work, served on Sound and Light crews for some "pretty big" concert productions and so much more.

But he's also experienced struggles with addiction, homelessness and joblessness, and Sound entered his life through Sound's Behavioral Health Outreach Program (BHOP). BHOP provides mental health, case management and other supports to people in public housing, including referral to other Sound services such as Sound's Supported Employment Program, SoundWorks, which supports clients who want to find employment.

During a time when media headlines highlight a nationwide workforce shortage, and during the pandemic no less, SoundWorks prepared and enabled Thomas to secure a stable and fulfilling job.

Thomas was referred to SoundWorks after he expressed a strong desire to find meaningful and productive work. That referral really changed things for Thomas, when SoundWorks secured him a job in November 2021 at ArtsWest, a small community theater in West Seattle. He is on the maintenance and janitorial crew there a few nights per week, ensuring the facility is clean and welcoming to patrons. He has earned the trust and respect of the staff.

"It gives me hope for the future," he says, of having a job. "I get to do something for myself instead of just sitting there waiting for someone to do something for me. I'm tired of being a dead thing, I'm going to be a live thing," referencing his desire to be part of the community and being self-reliant and independent.

ArtsWest staff clearly value his contributions.

"He is a really hard worker, which we appreciate," says Athena Duran, Company Administrator at the community theater. "He handles a lot of the cleaning and care of the facility, which has been extremely important to us as we reopened to the public, trying to stay on top of various Covid protocols. Having Thomas come on board, at the time he did, coincided with our reopening, which worked out really well."

His SoundWorks clinician, Jennifer Teehan, initially provided a wide range of supports, which included enrolling him in mental health services and primary care at the organization concurrent with supporting his desire for employment. But it wasn't easy at first.

"He initially seemed very hesitant, wary, and nervous in the meetings," says Teehan. "As I recall, initially he left early...when the meeting ended. Now he seems confident and comfortable coming to meetings, is well dressed in clean clothes with his hair usually done, stays the entire time, has less urgency in his requests and has often solved problems independently between meetings."

It took time, as all relationships do, but they build trust by working together.



The ArtsWest job was the first that SoundWorks secured for him. But there was a lot of work that went into it in advance. Due to the pandemic and safety concerns, the process of getting Thomas employment took about six months. Beyond learning his strengths and building confidence, Teehan pitched Thomas to prospective employers, provided interview preparation, secured interviews, advocated for him among potential employers, and provided resume and cover letters and post-employment support and communication. She also provides ongoing case management services as he needs them.

"Evidence-based practices find there is a high correlation between employment and recovery, health and social inclusion," says Teehan. "It's really quite remarkable what a difference just a few hours of work, a few days per week can make."

Thomas is grateful for the support, noting that Sound provided communication, caring and understanding. "They showed me there's hope," he says. "And try to get on the 'good horse' (stay focused on recovery and being a productive community member)."

"Thank you, right on with the right on!" he says to Teehan, for her support.

The future seems bright for Thomas and he truly feels at home with himself, and in the community. Thomas has invested in himself, relied on his resilience and kept at his recovery, something Teehan gladly acknowledges. "Thomas is one of the most hardworking people I know," says Teehan. "I want people to know it's not easy, but it is possible, if you put in the effort and show up."



Sound Team Membe Dawn Ros



OUND
TEAM MEMBER
GOING ABOVE
and BEYOND

Going Above and Beyond the Call: Sound Team Member, Dawn Rose

Dawn Rose never planned on being a clinician in community behavioral health. And she never thought she'd use her background in American Sign Language (ASL) in the field. Yet, here she is, nearing year eight at Sound serving her community as a Deaf Services clinician in Sound's Deaf Services program.

"I really didn't know what community mental health was until I started volunteering here," she explains, signing to share her thoughts. "I had no idea what I was getting into."

But years later, Rose has found her calling at Sound. Prior to working here, she had already spent years in the service of others. In her home state of Michigan, Rose oversaw an international adoption agency for years, helping to connect babies with loving families. She also taught college courses in American Sign Language in Michigan for 12 years. But arriving in Seattle in 2010, she was eager to make her mark. She studied Rehabilitative Counseling (earning a degree in 2013) and volunteered at ADWAS, a domestic violence and sexual assault advocacy center in Seattle, specifically for Deaf people. But she still needed to take the next step.

"I was desperate for work," she recalls now. "Which is typical for Deaf people. Ninety-percent of us are underemployed. Many of us have Master's degrees but can't find appropriate levels of work. It was very hard to find employers willing to hire a Deaf person."

A friend's introduction to Anne Baldwin, who heads Sound's Deaf Services program, led to an externship at Sound in 2014. Before long, it became clear to Rose that this work meant something, empowering people to make a big difference in the lives of individuals who often feel more isolated than most. She was hired full time about a month later.

"A lot of our clients are people that the rest of the world doesn't want to think about, doesn't want to interact with, doesn't want to help, so I think that's a big part of it," she says of what continues to draw her to the work.

Deaf Services supports a wide spectrum of clients. Services range from programs for people with intellectual and developmental disabilities, services for children and families, programs for adults, as well as addiction treatment and residential services. Rose works with Deaf and hard of hearing adults, specializing in addiction treatment.

In 2015, she received her Graduate Certificate in Addiction Studies from Eastern Washington University, so the department could provide addiction treatment services for the Deaf community. She is currently the only known Deaf person in the state with Substance Use Disorder Professional credentials and only one of a few who know ASL.

When the pandemic struck in 2020, Rose, like all other team members, was faced with many adjustments. But people who are Deaf or hard of hearing experience levels of isolation not shared with most other people. Yet, the pandemic pushed the isolation even further. Rose needed to dig deep, fall back on her wellestablished resilience and continue to push on and serve her clients, who she served exclusively via telehealth, which itself brought barriers.

"For a Deaf person, video is such an essential part, and if I don't have good internet then obviously that's worthless. I need that to provide essential services to my clients."



Though Sound provided equipment and technology, she invested some of her own resources to ensure that she could continue to connect with and provide effective services to her clients.

Though the first year of the pandemic was tumultuous, she had established more of a basic rhythm in 2021. Despite this, the pandemic only served to increase isolation for everyone, which she felt created even more barriers for Deaf people—and opportunities to adapt.

"The pandemic made the world even less accessible to us," she says. Masks obscured people's faces and made communication with clients, team members and the community as a whole, even more challenging. "You're struggling to get access to language, and I experienced that as well as the clients."

Rose began also asking her non-deaf colleagues to use visual and written cues when communicating, and even suggesting socially-distanced discussions without masks if they were comfortable.

For clients, particularly for intakes, she began to integrate Zoom, Webex, Skype, Facetime, videophones and other HIPAA-compliant platforms with masked in-person assessments to enhance relationship building, rapport and collect more information about a client's needs.

"Now we make sure to do both a video assessment without a mask and then the in-person part they can wear the mask, so we make sure to include both."

There are countless stories this past year exemplifying Rose's commitment to our clients during this extraordinary year, and through it all, one theme keeps her going.

"People ask me why do I stay in the field," she explains. "I think the biggest joy I get is seeing people find their value. So many of our clients feel like they should never have been born, really. And then to see someone realizing that's not true; that they have value and they have power I think staying late or giving a little bit of my own personal time shows the client that they have value, that they're worth it."

> "I had so many clients this year that just suddenly were thriving," she says. "Like people who started college, are starting new jobs, or starting new relationships. Again, you see that light come on in people's eyes and they realize that they are important. They have value, they have a future!"

—Dawn Rose



To Telehealth and Back Again: 2021 A Year of Adapting to Client Needs

Sound's mission is to improve lives by providing exceptional healthcare and services, centered and designed around the needs of clients, a reality that was evident in the way we utilized telehealth and onsite care. When the pandemic began, Sound's total telehealth service hours registered at three hours. By the end of 2020, there were more than 57,000 total telehealth service hours delivered, resulting in more than 44,000 hours of care, with thousands of client engagements. Such a significant pivot served clients and team members well, as Sound's commitment to safety and services drove key decisions. But as 2021 progressed, client needs again made a change necessary.

While leaning into telehealth was appropriate during the earliest days of the pandemic (still offering onsite services for those who needed it), Sound spent the past year adjusting between providing onsite and virtual care, with 2021 seeing the organization cautiously moving back toward a more balanced "hybrid" model. Even with the Omicron variant emerging in the fall.

"There was a lot that had to go into it (carefully transitioning) because our clients had varying levels of anxiety or fear about coming back on site, our staff had varying levels of anxiety or fear about coming back on site," says Katrina Egner, Executive Vice President & Chief Programs Officer.

By the end of the past year, telehealth made up approximately 25 percent of Sound services, which accounted for about 33 percent of total service hours. Given the vulnerable people we serve, and their needs for intensive, hands on service, the ratio of onsite-totelehealth should be more heavily onsite. "I'm excited to find that balance over time, as we continue to collect data," Egner adds.

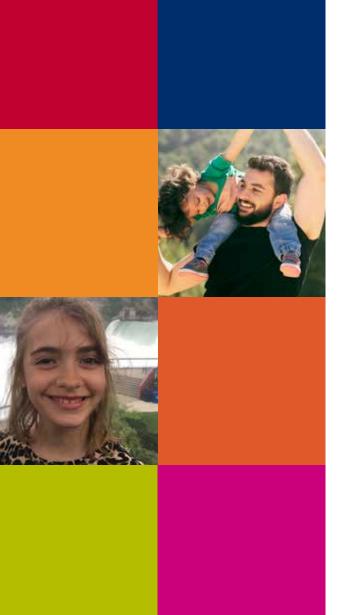
Despite the challenges, Sound carefully, and with safety in mind, planned and gingerly took initial steps back toward an optimally balanced model -- a process that continues today.

While the journey back to a new normal is measured and likely requires perpetual adjustment by the organization, it is clear that Sound has embraced virtual care, given its benefit to clients and team members, and will make it a part of its new care delivery model moving forward.

"Now that we have been able to adjust nearly overnight to a hybrid model, I would not want to go back to the way we used to do it," says Egner. "We learned a lot and now know there is a balance between care and convenience and telehealth is convenient for a lot of people."

In the end, of course, quality client care is the overall principal that guides the process.

"What do the clients really want?" Egner asks. "And then we match that with what's best for them and find that happy medium for our clients and for our staff. There are people who really need, or want to be seen in person and we need to be able to accommodate that."



With the specter of Covid and potential new variants emerging very much a reality, it will be essential for healthcare providers to adapt and adjust. Part of being a resilient, responsive organization is designing a blueprint to quickly implement in the event of another healthcare crisis—whether it is Covid or something else.

None of that is possible without Sound's dedicated clinical and administrative team members, according to Sound's Chief People Officer | Diversity & Inclusion, Charlotte Jones.

"Sound, like everyone, was in unchartered territory. But we had team members, clinical and non-clinical, working together to get the technology up and going. They worked together to meet clients where the client was comfortable. It wasn't a one size fits all approach. Now that we are able to see our population in spaces they are more comfortable, we see our team members rally, once again, so we can get clients back into the clinics for groups and day centers."

With so many variables and uncertainty developing during the pandemic, and now that the initial pandemic outbreak is past, Egner reminds the community about the steady hand in which Sound served its mission.

"We never panicked, we really made all of our changes for the people who really needed our services. It's important that the community knows we stayed strong throughout it (pandemic)."



Sound Brought Integrative Approach to Address Workforce Shortages in 2021

Workforce shortages have beleaguered healthcare, and community behavioral healthcare in particular, for years. The pandemic, however, only amplified the challenges facing organizations like Sound, despite record job openings across the country and in this region.

Without a qualified, diverse, engaged and talented behavioral healthcare workforce, the community's most vulnerable and marginalized individuals would only realize greater hardship. In 2021, the Washington Department of Health reported that more than 3 million Washingtonians had significant behavioral health issues in the months after the pandemic began, a 16 percent increase in calls to crisis lines, a notable increase in substance use and a deeply troubling 24 percent surge in overdose related deaths in King County. Yet, despite increases in community behavioral health issues, the workforce shortage brought the crisis to unprecedented levels.

Facing that challenge head on, Sound drew its resources together and escalated workforce recruitment and retention as a top priority -- placing even greater emphasis on the effort in 2021.

At the forefront of this effort was Charlotte Jones, Chief People Officer | Diversity & Inclusion, who spearheaded an integrated "all in" approach in the past year that relied more heavily on collaboration, both within her own department and between Sound's other programs. This approach enlisted team members to be more actively engaged in the process beyond their typical roles, ranging from partnering with Sound's Learning

department, Sound's Marketing & Public Relations department and involving Clinical Supervisors more proactively. She even expanded recruitment work among team members in her department who did not typically play a role in recruitment. All of this effort was focused on recruiting more clinical team members, whose work generates revenue and creates financial stability for Sound.

"Without the clinicians we can't provide care to the hardto-serve community," Jones acknowledges.

While Sound faces workforce issues like every other provider, the "all in" approach and the deep levels of commitment shared among team members may have had an impact on the severity.

"On average, the number of openings for community behavioral health for agencies of our size was 100 or more," notes Jones, adding "we always were able to maintain 80 openings or less over 2021."

Over the past year, Sound's focus on workforce recruitment and retention consisted of a number of new, and often "out of the box thinking" initiatives:

- Expanded efforts to attract and engage diverse clinicians—involving Sound's Diversity, Equity, Justice and Inclusion work in the process, offering a broader reach into the applicant pool.
- Implemented a new applicant tracking system to ensure a better applicant experience and continuing to enhance and create a warm experience



- Invested in a text engagement platform/tool to promote faster response times to questions and leverage cell phone platforms and convenience
- Increased recruitment staffing
- Participated fully in virtual job fairs, and began optimizing technology platforms
- Developed and implemented a strategic marketing, advertising and community engagement plan
- Executed "Stay Interviews" with existing team members to gather vital information about Sound's work, culture and relationships that support retention
- Re-examined exit interview data to better determine areas of workplace improvement
- Implemented a formal effort to re-engage former team members interested in returning
- Launched a Team Member Value Proposition project at the end of 2021
- Re-evaluated our internship program as a channel to identify talent and promote early engagement toward employment

In addition to the initiatives above, there are other, longer-term plans Sound leadership is working on that are still in the early stages.

"We are looking for benefits that we can bring to our team members without adding to our overhead or our costs," Jones observes. "We are looking at ways to provide benefits to our team members that won't bring any additional cost to them -- but can actually help with the cost of living. We are identifying benefits that help every team member provide self-care. These things go a long way personally and professionally."

As Sound is able to successfully implement some of these initiatives, coupled with the strong benefits they presently offer, "It will give us a leg up," Jones confides. "We want people to have pride in saying they work with Sound!"

Though 2021 has often pushed, tested and taxed Sound, along with every other healthcare provider, the past year has, if anything, reaffirmed Sound's organizational resilience and determination.

"The thing about the work we do, is having team members who come here to serve our population, a population that is turned away by others," Jones proudly declares. "Sound is here to stay. We have always and will continue to fight for what we know is right for our community and our clients. It will mean that we continue to think outside that box, partner with our team members to create problem-solving solutions so we can still be here tomorrow. That is something we are committed to."





OUND'S PROVIDER GIVE BACK CAMPAIGN

Sound Team Rallies Support with the Provider Give Back Campaign

Sound's *Provider Give Back Campaign*, a team fundraising initiative, gave team members another way to serve our community in 2021. Through the internal fundraising effort, Sound medical team members formed groups and engaged in healthy competition to raise funds for Sound clients. Though the key focus of the campaign was to promote team participation, the three-week program raised money for the Sound Safety Net Fund to support client's needs. The Sound Safety Net Fund was created by Sound in 2019 and is completely supported by Sound donors. Its goal is to create a fund that can be tapped to provide financial resources to clients during times of need.

"The purpose of the *Provider Give Back Campaign* is to make providers aware of giving at Sound, motivate them to give, and to make it easy to donate to Sound," Mary Bartels, MD, Sound's Chief Medical Officer, explains. "The goal is to achieve as close to 100 percent participation as possible."

Last year, the pandemic challenged our community in countless ways, and has continued to multiply stressors, particularly among our most vulnerable community members. Even as the Sound team faced workforce and pandemic-related challenges, they showed their resolve, pulling together and partnering to ensure that our community continued to receive needed services and support.

Sound clinical and medical teams have a unique perspective to readily identify the needs of our clients, including those who are not being covered through insurance or other social benefits. Proceeds from the *Provider Give Back Campaign* and the Sound Safety Net Fund served as a lifeline for many clients during difficult times.

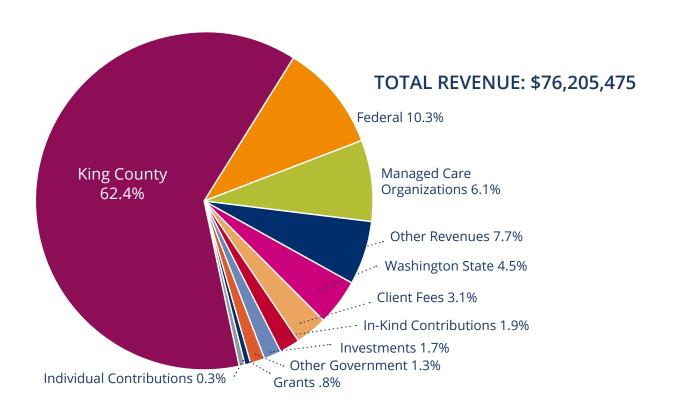
The funds were used to provide mobile phones for clients so that Sound could maintain contact with them. Some clients were provided lightboxes for seasonal depression, while others received hygiene items or toiletries. Assistance with appointment or medication copays was also made available for those in need of aid.

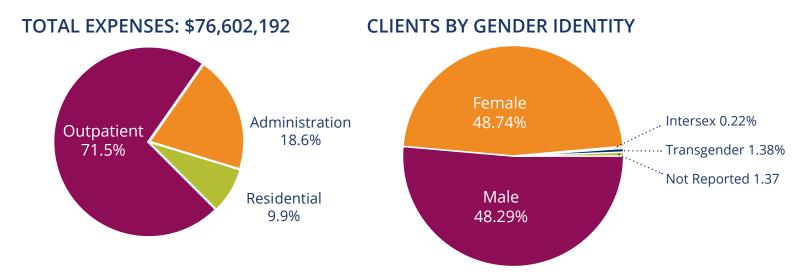
"Many things aren't covered [by insurance] that are really important for people," Paul Zarkowski, MD, Senior Psychiatric Supervisor, relates. "We reach out and help people who are falling through the cracks in society. Often the benefits that they receive don't cover everything that they need. There are inexpensive items that will yield an unending benefit stream, but those items just aren't covered."

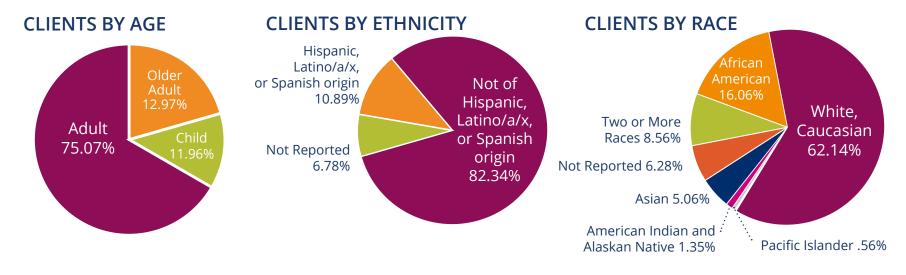
Another benefit to this program is that it removes issues and barriers that may impede a client's ability to utilize the services that are available to them.

"What many don't realize is how a small item, like an alarm clock, mobile phone or lightbox, can have such a big impact in someone's life," Beth Anderson, Sound Development Director, says. "Helping our clients meet their basic needs allows them to focus on their health and well-being in a deeper way. Our providers saw that need and stepped up to help."











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