Follow Your Passion and Grow Your Career
Vituity’s Fellowships and Innovation Grants
Being a physician, physician assistant, or nurse practitioner demands a lot from you. Long days, overfilled schedules, time away from family and friends.

Whether you are just finishing your residency or seeking a change that gives you more room to grow, the key to a fulfilling medical career is finding a place to practice where you feel supported in your personal and professional development. When you find that place, practicing medicine can be one of the most challenging and rewarding careers you could hope for.

Vituity, a multispecialty partnership for nearly 50 years, offers challenging and rewarding careers and encourages clinicians to improve the way healthcare is practiced and delivered. We empower healthcare providers to deliver exceptional care in their communities and develop innovative ways to positively impact patient care in the future.

Vituity's Fellowships and Innovation Grants nurture fresh ideas to improve healthcare delivery across sites nationally. We invite you to learn more about how the benefits of our Partnership and Programs help you follow your passion — and achieve a personally meaningful career.
More Than a Practice

Throughout your didactic and clinical training, you may have felt like you were working solo, competing against everyone else in the program to succeed. You may have felt alone and unsupported and thought that once you became a licensed clinician or made a change in your practice location, you’d have to prove your worth all over again.

Imagine, instead, that in your first or next job, you are surrounded by colleagues who want to help you succeed. Not just in your career but in your life as well. Imagine that if you have visions of moving into a leadership role, your partners will support you with a range of learning opportunities to help you gain the knowledge and skills you need to lead effectively. And if you have an innovative idea to improve the quality of patient care or your work-life balance, you’ll have the financial and moral support to test and implement it.

Vituity’s unique partnership model, led by front line physicians, provides all clinicians with the resources they need to make their careers meaningful and their lives joyful. Through Vituity’s Administrative and Emergency Medicine Physician Assistant (EMPA) Fellowships and Innovation Grants, our model provides the collaboration, camaraderie and training programs you need to succeed.

Fellowship Programs to Accelerate Your Growth

Vituity offers unparalleled professional development support to help you enhance your clinical foundation, grow as a leader, and reach your professional goals. Within the Vituity Partnership, physicians and advanced providers collaborate with other members of the care team to provide high-quality patient experience. These individuals are motivated by challenging the status quo and solving problems in creative ways.

To foster this spirit of inclusivity and collaboration, Vituity offers one-year, private administrative fellowships and an EMPA fellowship that give you the tools to contribute to patient care beyond practicing at the bedside.

“Vituity realizes that in order to deliver great care, physicians need to lead. I was one of Vituity’s first administrative fellows. My career was accelerated by about 5 to 10 years compared to that of my peers having left residency.”

– Gregg Miller, MD, Chief Medical Officer
Fast-tracking Leadership Careers

Since its start in 2004, Vituity’s Administrative Fellowship Program has expanded across regions and practice lines to accommodate the growing need for leaders as the Partnership rapidly expands. Vituity currently has administrative fellows in emergency medicine and hospitalist medicine in California and other locations. Beginning in 2019, it also welcomes fellows in anesthesia and urgent care.

Fellows participate in didactic lectures and case studies, work closely with their regional leadership, and are involved in higher-level board meetings both within and outside their regions. This first-hand exposure to the business of healthcare expands the daily scope of fellows and grooms future leaders.

“When you become a fellow, you’re almost like a guest of honor at a year-long party. You meet everyone. You go to every board meeting, every strategic planning meeting and get to know Vituity as a company. And Vituity gets to know you and all your strengths as you build up your leadership potential.”

— Nicole Braxley, MD, Medical Director

From Hospitalist to Medical Director

In 2016, just a few years into his job as a hospitalist at Palomar Medical Center, Ryan Johnston, DO, was ready to push himself to the next level. He shared his aspirations with his medical director, Sabiha Pasha, MD, who nominated him for Vituity’s new hospital medicine (HM) administrative fellowship program.

“As a fellow, I quickly gained visibility into Vituity’s network of 2,200 physicians and 1,500 advanced providers. I squeezed four or five years of relationship building into one year, picking the brains of fellow physicians and advanced providers and learning the business side of medicine from the best minds in our organization.

“Perhaps the highlight of my fellowship experience was the chance to complete one of my passion projects — improving patient mortality at all Vituity HM sites. By implementing a new role of mortality champion at all sites, the program became a success at reducing mortality and also raised patient satisfaction scores. When we demonstrate improved quality, hospitals are willing to partner with us on initiatives and allocate new resources to our HM programs that help save the lives of more patients.

“Of course, my fellowship had a personal benefit as well. About three months into my fellowship, I stepped into the role of Medical Director at Sonora Regional Medical Center.”

Ryan Johnston, DO
Creating Value in the ED

In medical school, Shauna Conry, MD, didn't give leadership much thought. But when she became a chief resident, she got a taste of having her own vision for change and bringing it to life. She was considering Vituity for her first job after residency when she heard about its administrative fellowship. She became convinced that the fellowship was the best next step for her career. Today, just a few years out of residency, she is the ED Medical Director at French Hospital Medical Center and Vituity's Director of Palliative Care. The opportunities she's had since graduating have been far greater than she could ever have imagined.

“It was Vituity’s one-year administrative fellowship that taught me — in a very hands-on way — what it really takes to lead. For me, the heart of the program was being tasked to design and implement my own project. That project involved providing EM physicians with the tools they need to have a conversation about palliative care with patients. I learned how to navigate the Partnership’s committees and layers of administration in order to bring to fruition something I was deeply passionate about.

“I was connected with other physicians who were equally passionate and could provide guidance and expertise. Together, we created what has since become a practice-wide palliative care program. It’s an integrated framework that can be used in various departments, as it encompasses emergency and hospitalist care and can easily extend to the ICU as well. We’ve also mapped out a palliative care clinical pathway that hospitals can use to steer the patient across the care continuum, from the ED to inpatient admission and discharge.

“Toward the end of my fellowship year, it was decided that the program would be implemented at hospitals across the practice, a decision that thrilled me to no end. It’s been so successful that Vituity is now looking to build on it.

“Vituity’s fellowship provided me with all the resources I needed to succeed as a leader and was the perfect environment to network, find mentors, and in the process, find my niche.”
Preparation for Success as an EMPA

For physician assistants (PAs), breaking into emergency medicine is hard. It requires unique skills that are difficult to master in a single clinical rotation. Vituity created a way to help PAs strengthen their clinical foundation and better prepare them for careers in both low- and high-acuity EDs. The Vituity EMPA Fellowship includes salary and benefits while fellows receive hands-on clinical training and weekly didactic classroom education from nationally certified PAs and board-certified or board-eligible emergency physicians with a passion for transforming healthcare.

“Learning on the job is unorganized. It doesn’t provide you the support you need, it doesn’t get you where you want to be as quickly as you could be. So, going through a post-graduate EMPA fellowship is a way to ramp up your career. If you want to provide good care, I think it’s the right thing to do.”

– Dennis Tankersley, PA–C, MS, EMPA Fellowship Director

“They don’t just throw you in and expect you to know everything. You get a little bit of hand-holding in the beginning and they gradually get you out there, practicing on your own. When I finished, I had a lot more job opportunities.”

– Tanya Schrobolgen, PA–C
Opening Doors to the ED

When Theresa Brodeur, PA-C, was in graduate school getting her PA degree, she started looking at the job market and noticed that the EMPA jobs required years of experience. That made sense, since emergency medicine has such a steep learning curve, but she had no idea how she’d get a job to get the experience she needed without experience. She found her answer in the Vituity EMPA Fellowship.

“If your heart is set on being an EMPA like mine was, there is simply no better way to start your career than with a Vituity EMPA Fellowship.

“Vituity’s EMPA Fellowship enabled me to put in the hours and do the higher-level procedures in a supportive environment while gradually taking on more responsibility. You’ll need deep inner drive and passion to see you through these challenging 14 months. But you’ll have senior providers mentoring you throughout the length of the program, who will hold your hand for the first three months or so. After that you’ll be running pods on your own; caring for sicker, higher-acuity patients; coming up with the differentials; and ultimately making dispositions.

“That hands-on clinical experience — the pressure that’s on you and the volume of patients you see — is what’s going to make you effective in the ED. It will ultimately get you the job you want and help you keep pace with the seasoned advanced providers in your ED.”
Innovation Grants to Support Passion Projects

As you develop confidence in your medical practice, you may begin to question the way things are done and envision a solution that would improve quality of care, patient experience, and workflow efficiency.

The Vituity development model makes room for innovation with an Innovation Grant program designed to provide seed funding for ideas that:

- Improve the patient experience
- Support clinical integration
- Transform healthcare delivery

The goal of the grant program is to design, produce, and implement quality improvement projects that can be replicated across Vituity sites. Vituity Partners and advanced providers work together to bring their ideas to fruition. Examples of recent awardees' projects include:

- **A concussion clinic**, initiated by an advanced provider at Mercy Medical Center in Roseburg, Ore., bringing together a network of providers to serve a community in southwestern Oregon. A medical director provides clinical oversight while Vituity emergency providers examine and assess patients, supported by a group of speech therapists, vestibular trainers, counselors, and athletic trainers.

- **A patient satisfaction initiative** at Via Christi Hospital St. Francis in Wichita, Kan., that gives ED patients care and attention that goes beyond urgent medical need. The initiative resulted in hiring Patient Care Advocates to take on 10-hour shifts during the ED's busiest hours. These advocates, chosen for their empathy and compassion, have the time to sit with patients and communicate what's happening and what will happen next, which allows clinicians to focus on patient care.

- **A patient satisfaction initiative** implemented at Banner Del E. Webb and Banner Boswell Medical Centers in Arizona that gathers real-time patient feedback to identify service issues quickly. The initiative led to partnering with Qualitick, a tool that enables hospitals to gather critical performance data at the patient's bedside via electronic tablets. Using this feedback, providers can be immediately alerted when there are service issues that need to be addressed. Where satisfaction scores were trending downward for several months, the new system resulted in a positive uptick of scores.
Careers with Vituity

Vituity was formed nearly 50 years ago by a group of physicians who believed in the important role they must play in defining and delivering high-quality patient care. Vituity has grown to become one of the largest physician-owned and -managed practice groups in the U.S. because of its providers' genuine care for their patients, its focus on collaboration and camaraderie, and its ability to deliver outstanding outcomes at hospitals and medical organizations across the country.

Today, physicians and advanced providers across many specialties benefit from our systems of support and best practices, including medical director training, continuing education needed to maintain licensure, physician and advanced provider relationship building, and time-tested tools for process improvements.

If you choose to join Vituity, you'll be a valued member of a democratic partnership with a clearly defined path for advancement and leadership opportunities. You'll work alongside physicians committed to your long-term success, who respect your skills, training, and judgment. Life circumstances often require flexibility, so opportunities are available at any of our practice sites across the country.
As a physician-led and -owned, multispecialty partnership, Vituity has proactively driven positive change in the business and practice of healthcare for nearly 50 years. Our more than 3,500 doctors and clinicians provide a wide range of integrated acute care expertise. Serving over 6.4 million patients annually at 300 practice locations, our footprint continues to rapidly expand across the country as we partner with and support hospitals, health systems, clinics, payers, and employers. Vituity's acute focus and compassionate care are the driving forces that have placed us at the heart of better care.