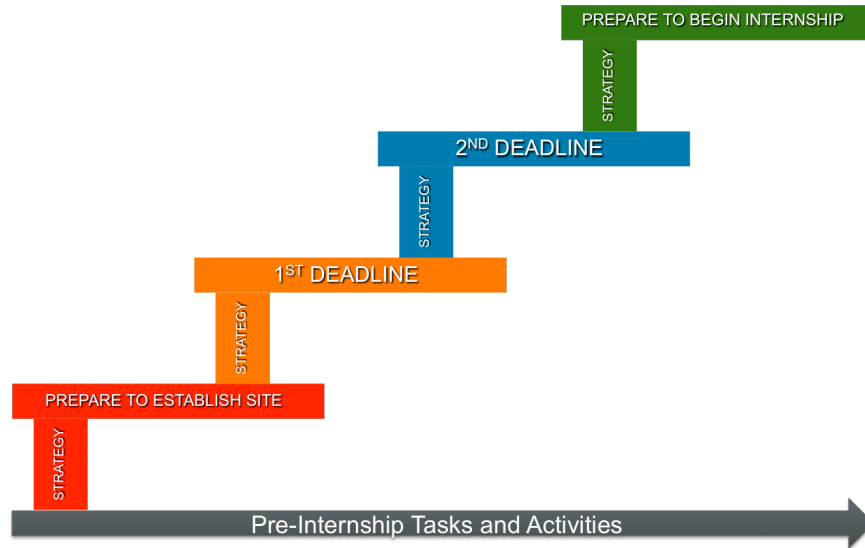


The following guidelines are designed to provide students with the information needed at each step of the process of establishing an internship site and the preparations for beginning the internship rotation. Each section describes the purpose and strategy, as well as provides specific examples for completing the necessary tasks.



Please review this document then email Dr. C.R. Macchi, the Associate Chair of Internship Programs ([crmacchi@asu.edu](mailto:crmacchi@asu.edu)), to schedule a meeting to discuss your specific internship needs and context.

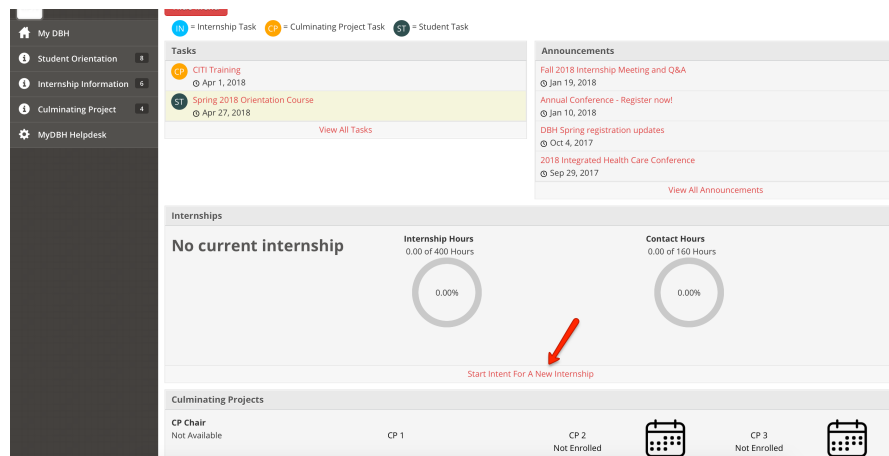
### Consultation with Internship Chair

Students are strongly encouraged to **set up a meeting with the Internship Chair at the beginning of this process**. This consult is critical in assisting students to refine their strategy and approach to internship sites. Students who have proceeded with the pre-internship process prior to having a consult later express that the consult helped them to refine their strategy and approach to the internship sites.

*When should I seek help with preparing for my internship?*

### Registering Intent for Internship

Once you have determined the semester when you intend to enroll in the internship course, go to *MyDBH*, select the Internship tab, then select *Start Intent for a New Internship*: Begin by selecting the semester when you intend to begin your internship, then *Start Intent*.



Once you have completed this process, you will see a set of tasks and the deadlines for completing those tasks:

The screenshot shows a dashboard with two main sections. On the left, under 'Tasks', there are two columns: 'Pending' and 'Completed'. The 'Pending' column lists several tasks with their status: 'Internship Placement Application Form' (Optional, Not Submitted), 'New Site Approval' (Optional, Re-Submit), 'Select Site' (Mar 1, Re-Submit), 'ACO Request' (Optional, Not Submitted), 'Internship Completion Plan' (Mar 1, Not Submitted), 'Internship Site Profile & Contacts Agreement' (Apr 1, Not Submitted), and 'Site Preparation Requirements' (Apr 1, Not Submitted). On the right, under 'Latest Performance Metrics', there are sections for 'Approved Hours' (Total: 0.00, Pending Approval: 0.00), 'On-site Hours' (Individual in-person meetings: 0.00, Group in-person meetings: 0.00, Phone & Web Communication: 0.00, Other Policies, Data, Reports: 0.00), 'Off-site Hours' (Phone Meetings: 0.00, Data Analysis and Reporting: 0.00, Others: 0.00), and 'Metrics' (On-site Activity: NaN% with a target of 50%, Individual in-person meetings: NaN% with a target of 10%).

### Identifying an Internship Site

The internship experience is designed to provide you with an opportunity to apply the knowledge and skills that you are learning in the DBH Program. Remember, the internship experience should occur in a *medical environment* where patient behavioral health concerns are addressed to improve medical health outcomes.

The following are a few exercises that will assist you with developing a list of potential internship sites:

- Reflect on your long-term career interests and preferred position where you hope to apply your learning after graduation. Consider the setting, types of patient populations, and medical issues. If you are interested in working in a specific environment (e.g., primary care, community health center, or specialty medical care office, hospital unit, health system, insurance company), explore sites that have a similar focus of care.
- Review the site listing on *MyDBH*. These sites have been identified by and, in many cases, have hosted previous DBH interns.
- Review the list of Federally Qualified Health Centers (FQHC) in your area. At the following link ([http://findahealthcenter.hrsa.gov/Search\\_HCC.aspx](http://findahealthcenter.hrsa.gov/Search_HCC.aspx)), enter your zip code to search for sites that are near you.

The screenshot shows the HRSA Data Warehouse 'Find a Health Center' search tool. At the top, it says 'An official website of the United States government' and 'U.S. Department of Health & Human Services'. The search bar contains 'Phoenix, AZ 8500' and the radius is set to '10 miles'. Below the search bar, there are search results for several health centers: 'MOBILE MD VAN/CREWS'N HLTHMOBILE' (Phoenix, AZ, 85007-3101), 'MARICOPA COUNTY DEPARTMENT OF PUBLIC HEALTH SERVICES' (Phoenix, AZ, 85007-3101), 'MCDOWELL HEALTHCARE CENTER' (Phoenix, AZ, 85004-1818), 'SEVENTH AVENUE FAMILY HEALTH CENTER' (Phoenix, AZ, 85007-3913), and '7TH AVENUE - WALK-IN CLINIC'. To the right of the search results is a map of the Phoenix area with red dots indicating the locations of the health centers.

- Review the list of clinics in Health Professional Shortage Areas (HPSA). At the following link (<http://nhscjobs.hrsa.gov/external/search/index.seam>), enter your zip code then, on the following page, select the types of site you would like to review that are near you.

The screenshot shows the NHSC Jobs HPSA search interface. The 'Location' field is set to 'Phoenix, AZ 85003, United States'. The 'Site Type' dropdown is open, showing 'Private Hospital' and 'Public Hospital' selected. The search results list three sites: Banner Surgery Center, Dignity Health Medical Group - Internal Medicine, and Arizona State Hospital. A map on the right shows the Phoenix area with red pins indicating the locations of the search results.

- Explore the website of a potential site. Review and become familiar with the site, its mission, services, programs, and the patient populations that are served at that site. Be sure that the site has a medical team that primarily focuses on providing *medical* services and programs. Sites that are inappropriate for DBH internships include: psychiatric hospitals, behavioral health departments, and community mental health centers without integrated medical care.
- Consider the network of professionals with whom you already know and work in your community. It is always best if you are able to approach a specific person at a site and can mention the person who referred you.

### Selecting Potential Sites

After exploring multiple sites, develop your short list of approximately three to five potential sites, verify that each site fulfills the following requirements:

- Focus on the delivery of medical programs and services
- Services provided by one or more medical providers
- Focus of care is on medical outcomes and services
- Direct patient contact (*Clinical concentration student interns only*)

### Preparing for the Initial Contact of a Prospective Internship Site

Prior to the first contact, try to determine who is the best person to contact. Determining the right person usually occurs in one or more of the following ways:

- Someone at the site who you already know
- Someone in your personal or professional network provides you with a specific name of someone to contact at the site
- Upon reviewing the site's website, you discover an appropriate contact (e.g., Director of Integrated Services, Director of Education, Director of Behavioral Health, Medical Director)
- With large health systems, you may call the main number and ask for the name of the person who is head of the education department or of their residence program
- With smaller primary care practices, you may call and ask for the name of the Office Manager, practice administrator, or a PCP

Before making your initial phone (See Appendix A) or email (See Appendix B) contacts, remember that

- first impressions are important
- effective communication requires adequate preparations
- a site will be more receptive to your contact if they know that you are familiar with their site.

*Prepare clarifying questions you can ask during your initial contacts to be sure that you understand the work of the sites.*

### Initial Contacts of Prospective Internship Sites

The first site contact may simply assist you in determining the appropriate person. *Be sure that you are speaking with the right person and understand the site's needs before you discuss your internship interests.*

Sites who have experience hosting medical and nursing interns may inaccurately assume that DBH interns require a high degree of oversight. However, the doctoral interns who enter the DBH program have masters level training and experience that requires little direct internship oversight. The designated site roles (i.e. Site Liaison and Preceptor) agree to provide institutional support and DBH intern performance evaluations.

Internship sites are more receptive to inquiries about potential internships when they quickly realize that they will benefit from the skills and services that the DBH intern can provide. It is critical to approach a site from the following frame of reference:

Express, "I have experience and am being further trained to...;  
How can I help to support your work?"

Do NOT express, "I am being trained to...; This is what I want to do..."

*How should I focus my approach with a potential site?*

*How can I help?* – Your main objective is to determine ways that you can utilize your knowledge and skills related to integrated behavioral healthcare to support the site's mission, programs, and services. Prior to approaching the site, review the website information and generate questions that you would like to ask when you have the opportunity to meet with a site representative.

*NOTE: Be sure to focus on your skills related to integrated behavioral healthcare.*

If you focus on your past training, experience, or licensure (i.e. social work, professional counseling, psychology, marriage and family therapy) prospective sites might incorrectly assume that you are interested in a mental health-related internship.

### Clinical Internship

Examples of questions you may ask:

- "What *behavioral issues do you notice most often that impede* your patients' ability manage their chronic medical conditions (i.e. diabetes, pain, cardiovascular disease, medication adherence)?"
- What are the *behavioral issues that appear to undermine your patients'* ability to adequately manage their conditions?
- What types of behavioral healthcare support would make the biggest difference in *improving your patients' medical outcomes*?
- Are there *specific issues* that your team has not had the time or expertise to address with your patients?

It is also important to remember that your work is to focus on *integrated behavioral health issues*. Often students and prospective sites automatically assume that means mental health issues like depression and anxiety. Though that is true, integrated behavioral healthcare entails much more. You are being trained to address patients' behavioral issues that are related to the following:

- Effective nutrition and physical activity planning and engagement
- Decreasing tobacco use
- Improving stress management
- Improving pain management
- Improving diabetes management or CVD management
- Improving medication adherence

and many other behavioral issues that adversely affect a patient's ability to properly manage health and improve outcomes.

### Management Internship

Examples of questions you may ask:

- "What *management issues do you notice most often* that impact the delivery of programs and services?"

- “What are the management issues that appear to *adversely affect costs, ROI, the quality of programs and services?*”
- “Are there *practice workflows that could be adjusted* to improve the delivery of integrated behavioral care?”

You are being trained to address healthcare management issues that are related to the following:

- Clinical Management (e.g., medical and behavioral care paths and evidence based protocols and procedures)
- Financial Management (e.g., cost offset, fiscal support for integrated services)
- Quality/Performance Management (e.g., process improvement team measurements, systems, use of universal data measures)
- Strategic Planning (e.g., long term approach for the development, implementation, evaluation, and modification planning of specific integrative healthcare programs)
- Healthcare Information Management (e.g., process and procedures associated with data measurement systems and electronic health records with inclusion of applied benefit analysis)
- Leadership in Healthcare Management (e.g., identify a unique leadership concern related to communication, policies, procedures, or personnel)

and many other management issues that adversely affect the delivery and costs of programs and services.

*Be sure to follow up with the site contact (see Appendix C). If an internship site requests a university contact, please notify the Internship Coordinator with the contact name, position, email, and phone number. Upon receipt of this information, the Internship Coordinator will contact the site.*

### Selecting a Site on MyDBH

After making contacts with one or more sites, determine the *primary site* with whom you share a mutual interest in further pursuing a potential internship. At this step of the process, you *simply designate this site in MyDBH as your target for continued efforts*. Establishing the internship site will not occur until sometime later.

*Do I have to have need a firm agreement before selecting a site for the first deadline?*

- Existing site - If you select a site that already exists on the *MyDBH* site listing, simply choose the *Select Site* link next to the appropriate site listing.
- New site - **What if my site is not included in the existing site listing?** To choose a new site not listed in *MyDBH*, select *Request New Site* and complete the information about that site. Then select the *New Site Approval* task, download, complete, and upload the completed form to the task to review for approval.

Upon approval of your designated site, the DBH Program will send you an *Internship Program Packet* that contains information about the role of a DBH, the DBH Program, as well as the internship program and related forms that are relevant to the site to assist with the formal establishment of the internship site.

### Follow-up Meeting(s) with a Prospective Internship Site

During a follow-up meeting, you will discuss highlights of the information included in the *Internship Program Packet* that is related to the following topics (See Course Syllabus):

- Internship program requirements
  - Intern activities at the site
    - Clinical concentration interns – medical team collaborations and warm handoffs; patient contact providing brief, targeted interventions; administering outcomes measures; refer patients to useful resources
    - Management concentration interns – management team collaborations; discuss business case studies; collect, analyze, and report on data
  - Internship project
  - DBH Program provides weekly case consultation
    - Program support and guidance
    - Present cases to refine skills

- Site liaison and preceptor roles and requirements
  - Administrative support
  - Performance evaluations
- Culminating Project topics – It is important to discuss your potential project at this early stage to determine potential barriers or ways to revise the study to better meet site needs and interests. The CP may be an extension of the work begun during the Internship Project. Be sure to discuss this with you Academic Advisor in preparation for a discussion the site.

*Be sure to follow up with the site contact (see Appendix C).*

### **Securing the Student Placement Agreement**

Once you have submitted and received approval on all of the Pre-Internship tasks in *MyDBH*, the program will engage directly with the site to secure the *Student Placement Agreement*. Sites have two agreement options:

- *Standard Placement Agreement* – This form is provided in the Internship Program Packet that you delivered to the site during your follow-up visit with the site. Sites that agree with the terms that are detailed in the standard agreement simply need to complete the requested contact information, sign, and specify the length of the agreement (up to five years). The site is instructed to send the signed agreement directly to the DBH Program. Upon receipt, the program secures the Dean’s signature and the agreement becomes active. This process usually takes approximately two weeks.
- *Non-Standard Placement Agreement* – If the site prefers to develop a unique agreement that alters our standard agreement, the site contacts the DBH Program to request these changes. The Academic Contracts Office in the College of Health Solutions works with ASU’s Office of Clinical Partnerships and the site to develop the agreement. Once the site and the university develop a mutual agreement and secure the signatures from both institutions, the agreement becomes active. This process usually takes approximately 4-6 months.

*Am I responsible for securing the site agreement?*

A student intern may not begin an internship until the DBH Program receives a fully executed agreement as required by Arizona State University.

### **Preparing for the Internship Placement**

Some sites have requirements that must be fulfilled before beginning an internship rotation. Examples include:

- Copy of vaccination records
- Proof of professional liability insurance
- Background check
- Orientation training course

*Do some sites have additional preparation requirements for setting up the internship?*

It is critical to check with the site liaison to determine if the site will require additional orientation, documentation or trainings prior to beginning your internship. Many students address these requirements in the semester prior to the internship enabling them to start immediately when the internship semester begins.

*Clinical interns only* - If you have specific state licensure requirements regarding supervision or other clinical experiences, use this time to make the appropriate arrangements as specified in your state regulations.

### **How do I enroll in the internship course?**

Enrollment of students in the internship course is blocked from student access. Once the DBH Program has determined that the student has satisfied all of the requirements needed to enroll, the student is notified of available course sections and webinar times. Upon receiving the student’s list of preferred sections, the DBH Program makes section assignments and enrolls the student on a first-come-first-serve basis.

*Since the program will enroll me in the internship course, am I required to do anything to enroll?*

## **Appendix A Phone Contact Script**

### **Initial contact to determine the proper site contact**

*"Hello, my name is \_\_\_\_\_. Who is the person that oversees internships for those working with your medical providers/management team?"*

### **Initial conversation with proper contact (Clinical Concentration)**

*"Hello, my name is \_\_\_\_\_. I understand that you assist those who establish internships with your medical team/management team. Is that correct?"*

*[wait for confirmation]*

*"I am an experienced clinician in a doctoral training program. I am seeking a placement experience where I can refine my skills working with medical teams to support patient health behaviors changes and improve medical outcomes."*

*"In relation to the patient populations you work with most... [ask about common behavioral health issues, see page 3 for example questions]"*

## Appendix B Site Email Script

Jose Manuel Garcia, MD  
Clinical Director  
Camino Health Center  
[add site address]

Mr. Garcia,

It is with great pleasure that I contact you. I am impressed with the services that [site name] provides...

I am approaching the final phase of my doctoral program in integrated behavioral health. I am training to become a behavioral health practitioner who works on a medical team focused on improving patient health outcomes. My studies have focused on evidence-based approaches to addressing...

Once I graduate I am hoping to work at a FQHC like yours that work with...

I will follow up with a phone call within the next week to discuss the possibility of developing a mutually beneficial relationship.

Thank you,  
[your name]  
[your address]  
[your phone]

*Review the website to determine the best person to send the email*

*Add the email to a specific person*

*Research then briefly discuss the work of the site. Your enthusiasm to make the contact – e.g., Reflect your understanding of the organization and its mission – e.g., “It is with great pleasure that contact you...” “Impressed with history of your organization in providing...[name the types of services they provide that interest you]”*

*Describe what you can provide – e.g., “I would love the opportunity to provide pro bono services to work with your medical team helping patient achieve health outcomes.”*

Research the population served by the site, then name the conditions mentioned on website that you have the expertise to address (i.e. patients with diabetes, chronic pain, etc.)

Review the website then describe the aspects of the site’s patient population with whom you hope to work.



## Appendix C Follow-Up Contacts

### After an Initial Contact – Phone or Email

Whether the site contact responds with interest in pursuing the development of an internship with you or not, send an email or handwritten note expressing your appreciation for their time and consideration.

If the site contact expressed interest in further pursuing the establishment of an internship, include an additional statement describing your interest in scheduling a follow-up meeting or supporting their subsequent efforts.

### During an Initial In-Person Meeting

The following are recommended suggestions for presenting yourself in a professional manner:

1. Make sure you show your flexibility, not by doing yoga poses or Pilates, but with creative thinking and willingness to work within the existing clinic system and physical environment!
2. Bring plenty of energy and vibrancy to the interview, but hold the double espresso shot.
3. Make sure you can explain how medical and behavioral health can intersect: use specifics!
4. A great BHC is a five-tool utility player, not the “star slugger swinging for the fences.” Show how you would be the consummate team player.
5. “Initiative is doing the right thing without being told” -Victor Hugo.
6. Be more efficient than boiling rice: Be prepared to explain how you can make the most out of 20 minutes with a patient.
7. BHCs are effective, brief communicators: Try not to be the babbling brook during your interview, be brief and succinct. Bring a copy of the *Internship Site Packet* (however, do not review the contents, provide at the end of the talk for additional information if needed)
8. Make the complex simple: The straight line to the problem is faster than the circle around all the details. BHCs develop the skill to work with complex presentations, focusing on the intervention/problem with the most-bang-for-the-buck for the patient’s presenting factors
9. Roll with the resistance and EBT It! Show that you can *talk-the-talk* when it comes to Motivational Interviewing and brief evidence-based interventions.
10. Don’t show up to the exam without reading the book: Make sure you’ve read and understand the Primary Care Behavioral Health model, Patient Centered Medical Home, and about their clinic system before coming to the interview.

Adapted from Cos, King, Fleishman, Ogbeide, Maurin, Manson, & Robinson (2014). *Getting Started in Primary Care Behavioral Health: Job Acquisition for Students and New Professionals*. Collaborative Family Health Care Association Annual Conference.

### After an In-Person Meeting

Send an email or handwritten note expressing your appreciation for their time and your willingness to answer questions as they review the contents of the *Internship Site Packet*.