



**Integrated Behavioral Health &
Department of Behavioral Health**

**Psychology Postdoctoral Fellowship
2026-2027**

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Introduction

Organization Description: Denver Health is a vertically integrated community hospital system offering preventative care, primary care, specialty care, and acute care services regardless of ability to pay. Our hospital system and outpatient clinics provide care for 25 percent of Denver's population annually and 33 percent of the children in the Denver area. Our patients are diverse in all aspects including ethnic background, language, religion, ability, citizenship status, sexual orientation, and gender identity. There are ten federally qualified community health clinics as part of the hospital system located throughout the city, meeting the unique health needs of communities within which the clinics reside. Behavioral health services are an essential part of our model of care.

Fellowship Overview: This one-year, full-time postdoctoral psychology fellowship provides clinically focused training to prepare fellows for independent practice in medical and community health settings serving underserved populations, developing future leaders in the field with two primary training tracks: 1) Integrated Primary Care Psychology, AND 2) Pediatric Outpatient Mental Health. Under the supervision of a licensed psychologist, fellows fully engage in clinical responsibilities based on their clinical placement. See below for more specific responsibilities and learning opportunities based on training track.

In addition to learning through supervised provision of clinical care, fellows engage in twice monthly seminar series designed for advancement of knowledge and skill in evidence-based treatment, diversity, psychopharmacology, scientific basis of behavior, supervision/teaching, and professional development. Denver Health Hospital and Authority partners with the University of Colorado Hospital, allowing fellows to access grand rounds, health equity lectures, and a range of medical and psychiatric training opportunities across both systems. The program prepares fellows to be independently practicing psychologists, fulfilling all necessary requirements (outside of passing the EPPP) for Colorado licensure.

Benefits: Competitive benefits include paid time off, paid holidays, professional development time, health insurance, dental, vision, and retirement.

Salary: \$67,500/year.

Training Philosophy

The purpose of the Psychology Training Program is to train highly competent psychologists who are culturally responsive, justice-oriented, ethically sound, and biopsychosocially informed, fostering leaders in the field. The program utilizes a scholar-practitioner model of training honoring psychology's tradition of evidence-informed interventions. Postdoctoral fellows work closely with supervising licensed psychologists who serve as primary teachers and professional role models. Learning is deepened by collaboration with other team members based and health disciplines based on the training track. The program uses a developmental model of supervision and focuses on helping fellows to advance their own identities as psychologists in health and mental health settings. Diversity awareness, respect for individual differences, and clinical implications are interwoven into the training curriculum and are a regular part of supervision and

team discussions. Cultural awareness and cultural responsiveness are seen as ongoing processes for postdoctoral fellows and supervisors alike.

Fellowship Recruitment and Selection Process

- 1) Positions are posted on the APPIC Universal Postdoc Directory ([Universal Psychology Postdoctoral Directory \(appic.org\)](http://appic.org)) and the Denver Health website ([Integrated Behavioral Health Postdoctoral Fellowship | Denver Health](#)).
- 2) Fellows apply through the Denver Health Careers Portal with the required application materials: 1) cover letter indicating interest in the program and how the program fits with previous experience and training goals, 2) curriculum vita, and 3) 2 letters of recommendation. Please check the APPIC Directory for up-to-date due dates.
- 3) Applications are reviewed by the training faculty and evaluated based on several factors, including alignment between prior experience and fellowship responsibilities, demonstrated clinical skills and knowledge, and the fit between applicants' training goals and program offerings. Reviewers also consider applicants' commitment to serving Denver Health's patient population, as reflected in their application materials, as well as their dedication to culturally responsive care. Bilingual language skills are highly valued and taken into consideration as we offer services to a large population of non-English speaking patients.
- 4) Top candidates are invited to interview through a virtual platform with the program. Interview days typically consist of a formal interview with the faculty, a meeting with the training director, and a meeting with current fellows.
- 5) Denver Health Postdoctoral Psychology Fellowships utilize the APPIC Common Hold Date and follow all related guidelines.

Applicant Qualifications (to be met by start date):

- Completion of a doctoral fellowship accredited by the American Psychological Association (APA) or Canadian Psychological Association (CPA)
- Completion of a doctoral degree in clinical or counseling psychology from an APA-accredited program. Child Mental Health tracks additionally accept applicants from Educational Psychology Programs with completion of an APA-Accredited fellowship.
- Ability to collaborate with an interdisciplinary team in a fast-paced environment or in an outpatient mental health setting (depending on track).
- Competence in delivering high-quality therapeutic interventions.
- Strong communication skills to facilitate effective team collaboration.
- Previous work in related settings is preferred.

Postdoctoral Training Tracks

Track 1: **Family & Adult Primary Care. Ambulatory Care Services, Integrated Primary Care.**

Track Overview: The fellow is placed in two primary care clinics in the Denver Health system. This track prepares fellows for independent practice in primary care settings with underserved populations. Under the supervision of a licensed psychologist, the fellow will engage fully in clinic responsibilities providing consultation services for medical providers, crisis assessments, diagnostic evaluations, health promotion and behavior change, and brief time-limited therapy. Fellows will gain perspective of integrated primary care across the lifespan.

Training Support: Fellows receive two hours of individual supervision each week and meet bi-monthly with the Training Director for individualized professional development support. Fellows are provided with a dedicated workspace within the clinics, along with computer access.

Track 2: **Child/Adolescent Outpatient Mental Health, Outpatient Behavioral Health Services**

Track Overview: This track prepares fellows for independent practice in child/adolescent mental health settings with underserved populations. Under the supervision of a licensed psychologist, the fellow will engage fully in outpatient mental health clinic responsibilities conducting intakes, psychological assessment, ongoing therapy for children and adolescents and their families, crisis intervention, and care coordination, including collaboration with psychiatric providers.

Training Support: Fellows receive one hour of individual supervision each week and meet bi-monthly with the Training Director for individualized professional development support. Fellows also participate in group assessment supervision and an evidence-based track group consultation. Fellows are provided with a dedicated workspace within the clinics, along with computer access.

Training Faculty

Training Leadership

Joseph Jerez, PhD. *Postdoctoral Training Lead, Licensed Psychologist.*

Laura Jacobs, PsyD, *Associate Training Director for the Psychology Fellowship, Child Mental Health Lead, Licensed Psychologist.*

Jennifer Peraza, PsyD. *Psychology Training Director, Director of Psychology, Licensed Psychologist.*

Program Seminar Facilitators

Karla Carranza, LCSW, **Seminar Facilitator**, *Diversity Seminar, Licensed Clinical Social Worker.*

Jessica Egusquiza, PhD, **Seminar Facilitator**, *Journal Club, Licensed Psychologist.*

Erin Flanagan, PsyD, **Seminar Facilitator**, *Infant Mental Health, Pediatrics, and OB/GYN Seminar, Licensed Psychologist.*

Rachel Kovensky, PhD, **Seminar Facilitator**, *Supervision Seminar, Licensed Psychologist.*

Leigh Kunkle, PsyD, **Seminar Facilitator, Supervisor**, *Health Psychology Seminar, Licensed Psychologist.*

Joseph Jerez, PhD. **Seminar Facilitator, Integrated Behavioral Health Psychology Postdoctoral Training Director**, *Mindfulness and Professional Resilience Seminar, Licensed Psychologist.*

Karlee McCoy, PsyD, **Seminar Facilitator**, *Infant Mental Health, Pediatrics, and OB/GYN, Licensed Psychologist.*

Integrated Behavioral Health Track Faculty & Departmental Leadership

Matt Hoag, MA, LAC, LPC. **Director of Integrated Behavioral Health.**

Leigh Kunkle, PsyD, **Supervisor**, *Licensed Psychologist.*

Steve Livingston, PhD, **Supervisor**, *Licensed Psychologist.*

Selin Odman, PhD, **Supervisor**, *Licensed Psychologist.*

Aleis Pugia, PhD. **Supervisor**, *Licensed Psychologist.*

Jeremy Vogt, PhD. **Supervisor**, *Eastside Adult Internal Medicine. Licensed Psychologist.*

Child/Adolescent Mental Health Track Faculty & Departmental Leadership

Laura Jacobs, PsyD, **Associate Director of Psychology Internship and Fellowship Training, Child Mental Health Lead, Supervisor**, *Licensed Psychologist.*

Sarah Cleary, PhD, *Child Adolescent Training Faculty, Licensed Psychologist*

Madison Strauss, PsyD, *Child Adolescent Training Faculty, Licensed Psychologist*

Megan Twomey, PhD, *Child Adolescent Training Faculty, Licensed Psychologist*

Katherine Washington, PhD, *Child Adolescent Training Faculty, Licensed Psychologist*

Program Organization

The fellowship position is clinical in nature and emphasizes the skills of the clinical track including as a generalist in integrated primary care and child/adolescent outpatient behavioral health services. Generally, a fellow will be spending 30-34 hours per week in clinical care and 6-10 hours per week in other training, supervision, and administrative activities for a **40-hour** work week. Supervision is provided by a licensed psychologist who maintains professional responsibility for the cases of the postdoctoral fellow.

Breakdown of hours for the ***Integrated Primary Care track:***

- 1) Individual Supervision: **2 hours/week = 8 hours/month**
- 2) Training Director Meeting: **1 hour/bimonthly**
- 3) Didactics (Journal Club, Health Psychology Seminar, Infant Mental Health, Pediatrics, and OB/GYN Seminar, Diversity Seminar, Mindfulness Meditation and Resilience Group, Professional Development Seminar, Supervision Seminar, and Psychiatry Seminar): **10 hours/month**
- 4) Special Projects: **4 hours/month**
- 5) Division and Clinic Team Meetings: **7 hours/month**
- 6) Individual Professional Development (attending additional lectures, national conferences, studying for EPPP, and quality improvement projects): **56 hours/training year**
- 7) Teaching-Related Activities: **1 hours/month**
- 8) Clinical Placement: Approximately **32 hours/week**

Postdoctoral Fellows in the ***Integrated Primary Care track*** will engage the following direct clinical activities/services:

- 1) Provide consultations for medical providers consisting of brief interventions and communication of findings to the medical team.
- 2) Conduct diagnostic evaluations.
- 3) Engage patients in health behavior change interventions.
- 4) Provide brief therapy with patients in the primary care setting.
- 5) Communicate with team members and external resources to provide continuity of care for patients.
- 6) Complete clinical documentation

Breakdown of hours for the ***Child/Adolescent Outpatient Mental Health track:***

- 1) Individual Supervision: **1 hour/week = 4 hours/month**
- 2) Group Assessment Supervision: **1 hour/week = 4 hours/month**
- 3) EBT group consultation: **1 hour/biweekly**
- 4) Training Director Meeting: **1 hour/bimonthly**

- 5) Didactics (Journal Club, Mindfulness Meditation and Resilience Group, Professional Development Seminar, Supervision Seminar, and Psychiatry Seminar): **6-8 hours/month**
- 6) Team Meetings: **5 hours/month**
- 7) Individual Professional Development (attending additional lectures, national conferences, studying for EPPP, and departmental projects as available): **56 hours/training year**
- 8) Clinical Placement: Approximately **30-32 hours/week**

Postdoctoral Fellows in the ***Child and Adolescent Outpatient Mental Health track*** will engage the following direct clinical activities/services:

- 1) Conduct psychotherapy intakes
- 2) Provide psychological assessments
- 3) Provide ongoing therapy services for children, adolescents, and their families
- 4) Provide crisis intervention
- 5) Care coordination, including collaboration with the pediatric psychiatric providers
- 6) Provide tiered supervision to psychology fellows

Training Progression: The postdoctoral fellow will onboard to the organization, the department, and the clinics in which they will work. The fellows integrate into the clinical setting by spending time observing the supervisor and other team members, engaging in co-consultations (as applicable to the track), and providing direct patient services with supervision. The fellow's caseload will increase throughout the training year to meet direct service requirements. Initial professional development seminars will support adjustment to the postdoctoral fellowship and professional expectations. Ongoing seminars will increase understanding of the system of healthcare and behavioral health integration (based on training track), burnout prevention, and the role of psychologists as leaders. The final period of the training year is dedicated to obtaining licensure, applying for jobs, and transitioning into staff positions. See below for more information about the seminar sequence and competencies to be learned and demonstrated in this fellowship.

Seminars and Additional Training Opportunities

- 1) ***Psychologist as Scientist + Practitioner. Journal Club & Clinical Seminars/Clinical Supervision Groups.*** The monthly journal club is facilitated by training faculty and provides discussion of current literature in psychological intervention and in healthcare policy. Integrated Behavioral Health fellows will participate in a health psychology seminar integrated with medical colleagues. Child/Adolescent fellows will engage in group supervision related to clinical practice. Fellows may have the opportunity to participate in a special project or quality improvement project based on organizational need and training track.
- 2) ***Psychologist as Innovator and Leader. Professional Development Seminar.*** This monthly meeting is an opportunity to consolidate one's identity as a psychologist, explore issues of early career psychology, discuss EPPP preparation, reflect on training experiences, explore behavioral health leadership, and prepare for the job search and

interview process. This serves as a bridge between being a trainee and being an independently practicing professional in the field of psychology.

- 3) ***Psychologist as Advocate. Diversity Seminar.*** Diversity seminars are monthly trainings related to personal identity, culture, sexual orientation, gender, anti-racism, disability, and other relevant topics to increase knowledge, awareness, and clinical skill.
- 4) ***Psychologist as Teacher.*** Based on training track, postdoctoral fellows may provide teaching and training. Potential teaching audiences may include predoctoral interns, psychology externs, and clinic providers and staff. Postdoctoral fellows may also have an opportunity to supervise a psychology intern or extern. A supervision seminar and consultation group is provided to build supervision skills.
- 5) ***Psychologist as life-long learner. Continuing education.*** Denver Health is a community of learners. Postdoctoral fellows are allotted 56 hours for the training year to attend a community lecture or national conference related to behavioral health, medicine, psychiatry, or an allied field. This time can also be used to study for the EPPP or to attend a job interview. It is up to the postdoctoral fellow to obtain approval from their supervisor in accordance with clinic schedule to attend these events.
- 6) ***Psychologist as steward of oneself. Mindfulness Meditation and Professional Resilience Group.*** Burnout, compassion fatigue, and moral injury are of notable concern in the mental health and medical fields. Mindfulness meditation and related meaning-making strategies have evidence for reducing stress and burnout in the healthcare setting. This monthly group provides information on trauma stewardship and burnout prevention with mindfulness meditation practice as a core component.

Professional Development Seminar Sample Schedule

Sample Professional Development Schedule:

September: Adjustment to Postdoc

October: EPPP Preparation

November: Leadership in Integrated Behavioral Health

December: Psychologists as Advocates

January: Research for Clinicians in Integrated Behavioral Health

February: Career Adjustment and Career Decision-Making

March: Identity as a Psychologist in Integrated Behavioral Health

April: Tips from Hiring Managers in Integrated Behavioral Health

May: Interviews and Job Applications

June: Disseminating Integrated Behavioral Health Model & Psychologists in Medical Residencies

July: Applying for Licensure

August: Review and Summary

Objectives, Competencies, and Assessment Methods

Based on the work on APA's Health Service Psychology Competencies, and literature addressing competency in medical settings and postdoctoral psychology education*, the following postdoctoral goals and competencies are addressed and evaluated during the training year:

- 1) Professional Values and Interdisciplinary Collaboration
 - a. Further develop identity as a psychologist in healthcare or mental health settings.
 - b. Increase skills in team communication.
 - c. Maintain the ethics of the discipline of psychology within a medical or mental health setting.
 - d. Practice within one's window of competence and seek supervision when needing additional support.
- 2) Intervention
 - a. Provide culturally responsive, whole person and family-oriented care.
 - b. Effectively assist patients in making behavior changes related to their health or mental health.
 - c. Provide high-quality therapy that meets the needs of the patient, the practice population, and the clinical team based on the model of the practice setting (brief therapy in primary care and ongoing therapy in outpatient mental health).
- 3) Assessment
 - a. Conduct efficient and focused diagnostic assessments with specific attention to the consultation or referral question.
 - b. Conduct effective risk assessments and further develop clinical decision-making around disposition.
 - c. Utilize and interpret screening and assessment measures based on the practice setting and needs of the clinic. Formal psychological assessment is a part of the outpatient fellowship.
- 4) Cultural Awareness and Responsiveness
 - a. Awareness of oneself and others as cultural beings.
 - b. Use of cultural context in conceptualizing health/mental health and corresponding behaviors.
 - c. Increase the ability to advocate for patients within the healthcare system, other systems that impact the patient, and in a larger societal context.
 - d. Work to reduce stigma related to mental health and medical diagnoses and treatment.
 - e. Demonstrate respect for the patients served and colleagues using affirming and non-stigmatizing language.
- 5) Teaching and Scholarly Practice
 - a. Teaching requirements are based on fellowship track. Teaching occurs both formally and informally. IBH track: Provide training to allied health professionals regarding the psychological factors that impact health and behavior change strategies that can be used to further health. Outpatient track: Provide training in the team setting on topics relevant to outpatient child/adolescent mental health.
 - b. Considers quality improvement activities and uses knowledge of psychological research to facilitate evidence-based practice within the primary care setting.

- c. Based on availability, provide developmentally responsive, high-quality supervision to other psychology trainees.
- 6) Responsible member of the Denver Health community
 - a. Follow Denver Health policies and procedures and comply with clinic specific expectations as outlined by the rotation supervisor and the clinics' program managers.
 - b. Maintain confidentiality and HIPAA compliance.
 - c. Complete required departmental and organizational training.

Evaluation Periods

September of Fellowship Initiation: Learning Agreement and Goal-Setting; Complete Self-Evaluation

December: Formative Evaluation

February: Formal Mid-year Evaluation

September of Fellowship Completion: Formal Final Evaluation

*Due process procedures are initiated if a fellow does not meet the expected level of competence.

**Evaluation forms will be reviewed with fellows during the initial supervision sessions and through completion of a self-evaluation.

Performance Improvement and Due Process

- I. PURPOSE** To provide policies and procedures for fair and ethical responses to problematic performance on the part of fellowship participants as well as to concerns on the part of fellows about the training program or other aspects of their supervision or treatment at Denver Health. These will include steps to remediate problematic performance, provisions for fellow due process and appeals of decisions about their training as well as procedures for fellows to obtain responses to grievances.
- II. POLICY** It is the policy of the Denver Health Doctoral Psychology Fellowship Program to respond to problematic learning or behavior in an open, fair and ethical way and to provide support and remediation consistent with norms in doctoral psychology fellowship training. The Program is also responsible for upholding standards of training for health service psychology and for protecting the public and will act accordingly if problematic performance on the part of program participants is identified.
- III. PROCEDURES**

A. Introduction

The Denver Health Psychology Fellowship is highly invested in the successful completion of fellowship for all fellows accepted into our program. The program faculty is dedicated to the success of the postdoctoral fellows and understands that the postdoctoral year is a time of notable development and transition. If problematic behaviors occur, the training faculty will work with the postdoctoral fellow to make improvements and gain competency; however, grossly unethical or illegal behavior will not be tolerated. The policy below outlines general procedures for addressing unsatisfactory performance or problematic behaviors. When problematic behavior or failure to progress occurs, the program will generally attempt to work with the fellow to remediate the issue or issues unless illegal or grossly unethical behavior has occurred. However, the program may terminate a fellow who exhibits inappropriate behavior or who fails to make satisfactory progress in the development of the skills, knowledge, and competencies expected by the program.

B. Definition of Unsatisfactory Performance and Problematic Behaviors

Any behavior that is illegal or grossly unethical is unsatisfactory and may be cause for immediate termination from the program. Unsatisfactory performance also is present when there is interference in professional functioning such that the fellow demonstrates:

1. An inability or unwillingness to acquire and integrate professional standards into their repertoire of professional behavior.
2. An inability or unwillingness to acquire professional skills to reach an acceptable level of competency.

3. An inability or unwillingness to control personal stress, psychological disturbance, and/or excessive emotional reactions which interfere with professional functioning.

Unsatisfactory performance generally includes one or more of the following problematic behaviors:

1. The fellow does not acknowledge, understand, or address the problem when it is identified.
2. The problem is a skill or competency deficit of significant quantity or quality.
3. The quality of clinical services is significantly affected.
3. A disproportionate amount of time and/or attention by supervisors and/or other personnel is required.
4. The fellow's behavior does not change as a function of feedback, remediation efforts, and/or time.

C. Procedures for Responding to Problematic Behaviors and Unsatisfactory Performance

Triggers for identifying unsatisfactory learning or behavior include reviews of fellow performance in weekly supervision, professional development reviews, and in completion of fellowship evaluations. Issues may be brought to the attention of the supervisor or Training Director, by other staff at Denver Health, or by patients and family members with whom the fellow is working. Grossly unethical or illegal behaviors will be addressed by the Training Director in consultation with Denver Health Employee Services, the Legal Department and Risk Management. Problematic behaviors and unsatisfactory performance will generally be addressed by the immediate clinical supervisor. Issues that are not deemed to have improved will be addressed by the Training Director and by the Psychology Fellowship Faculty.

With the advice and consent of the faculty, one of the following will occur:

1. After discussion, no further action is evaluated to be required.
2. The primary supervisor(s) and/or the Training Director will provide verbal feedback to the fellow about the problematic behavior.
3. The primary supervisor(s) and the Training Director will write and present to the fellow a remediation plan to address the problematic behavior(s).
4. The fellow will be placed on probation. The specific problematic behaviors leading to this will be documented, as well as any prior attempts to address and remediate the problematic behavior(s). The fellow's graduate program will be provided with written notification.
5. The fellow will be terminated from the program. This step will only occur if a. Illegal or grossly unethical behavior has occurred. b. Steps 3 and/or 4 have previously occurred and have not led to satisfactory remediation of the problematic behaviors.

D. Remediation Alternatives

It is an important responsibility of the fellowship program to have adequate methods to decrease unskilled and problematic behaviors to further fellow growth. A fellowship program also has an obligation to the profession of psychology and to the public to ensure that graduates of the fellowship have adequate professional competencies.

Remediation plans will include:

1. A description of the specific problems and/or concerns.
2. The action steps and supervisors included in the plan to address the concerns.
3. Time frames for review and for expected completion of remediation.
4. Consequences for failure to remediate.
5. Signatures of the fellow, supervisor(s), and the Training Director.

When a remediation plan for problematic behavior(s) is needed it may include:

1. The assignment for extra reading.
2. The provision of extra seminars or didactic experiences.
3. A change in the emphasis, format, or focus of supervision.
4. An increased quantity of supervision, increased frequency of live supervision, or change of supervisor.
5. Change the quantity or nature of the fellow's clinical responsibilities.
6. Recommendation of personal psychotherapy, with the understanding that the fellow's professional behavior, not the attendance in psychotherapy, will be utilized as the criterion for evaluating fellowship performance.
7. When appropriate, the option for a leave of absence. Extension of fellowship also may be considered with approval from the Training Program and Denver Health division administration.

If at any point during review of a fellow's performance it is determined that the welfare of the fellow and/or any client has been jeopardized, the fellow's case privileges will either be significantly reduced or removed for a specified period. At the end of the specified time, the fellow's primary supervisor, in consultation with the unit clinical staff and the Training Director, will assess the fellow's capacity for effective functioning and determine if the fellow's case privileges can be reinstated or if the reduction/removal should continue for another specified period.

E. Fellow Due Process and Appeal Procedures

1. Fellows may make a formal appeal of any decision, written evaluation, or remediation plan that is directly related to their psychology fellowship to the Training Director and/or the Training Committee. Appeals must be in writing and must be submitted within ten working days of the fellow receiving the decision, evaluation, or remediation plan. The appeal should include a statement of the reasons the fellow is filing the appeal and proposed resolution(s). The fellow should provide

appropriate documentation regarding the decision/event/action given by the supervisor or Training Committee for its decisions or actions, and why the decisions or actions should be reconsidered or withdrawn. To aid the fellow in the appeal process, they will be provided access to all formal documentation used by the supervisor or Training Committee in deriving its conclusions.

2. Within seven working days of receipt of the written appeal, the Training Director, who chairs the Panel, will work with the fellow who is making the appeal to appoint an Appellate Review Panel. The Panel will consist of the Chair, two psychology faculty selected by the Chair, and two psychology faculty members selected by the fellow. If the complaint is against the Training Director, the Training Director's supervisor will appoint a psychology faculty member as Chair. The Denver Health Psychology Fellowship Faculty is defined as *track faculty* in the fellowship handbook.
3. The Chair is empowered to secure all materials and documents related to decision/event/action under appeal and to question persons who may have information helpful to Panel deliberations. A simple majority will decide all appeal decisions. The Chair will cast a vote only in case of a tie. In addition to the written appeal, the fellow may make a personal appearance before the Appellate Review Panel to present oral and/or written testimony or may choose to submit written testimony in lieu of personal appearance.
4. Within seven working days of the adjournment of the Panel, the Chair will present the findings and recommendations of the Appellate Review Panel in writing to the Psychology Fellowship Faculty as a whole and to the Training Director's supervisor. Decisions by the Panel except for termination or suspension are final. For decisions that include termination or suspension, the Training Director's supervisor will communicate in writing acceptance of the decision or may request additional information from the Training Director or from the Appellate Review Panel.

Rights and Responsibilities of Fellows

- Fellows have the right to be treated with respect and fairness.
- Fellows have the right to receive regular, timely, and specific feedback related to overall performance issues.
- Once Performance Improvement and Due Process Procedures have begun, fellows have the right to provide a response to the decision and state their own case without retaliation or intimidation.
- Fellows have the responsibility to maintain a growth mindset and make efforts to address skill deficits or identified problematic behaviors.
- Fellows have the responsibility to maintain professional, respectful, and ethical conduct.

Rights and Responsibilities of the Training Program

- The program has the right to initiate a remediation plan, a suspension, and/or a termination.
- The program faculty and the director have the right to be treated with respect.
- The program has the responsibility to support postdoctoral fellows who are demonstrating skill deficits or concerning behaviors within the resources of the program utilizing a developmental and growth mindset approach.
- The program has the responsibility to protect patients from harm.

Grievance Procedures

Grievance procedures are used when a postdoctoral fellow raises a concern about a member of the program (supervisor, faculty member, training director, program director, colleague, or other trainee) or the program itself (program policies, curriculum, etc.). This process is designed to address fellow concerns and protect the postdoctoral fellow from retaliation for concerns raised in good faith.

- 1) In accordance with the ethics code as outlined by the American Psychological Association, fellows, if feasible, are encouraged to raise the issue directly with the person of concern and work to resolve the concern informally. If related to the program itself, the fellow can raise the concern with one's direct supervisor, the training director, or the division director.
- 2) If an informal resolution is unsatisfactory, the concern should be submitted formally in writing to the training director. If the concern is regarding the training director, the concern should be submitted in writing to the division director.
- 3) The person being grieved will also have a chance to provide a written response. The Training Director or another fellowship supervisor appointed by the Training Director's supervisor will serve as Chair of the Grievance Committee and will assemble a three-person committee in seven business days of the grievance being filed.
- 4) This Committee will make every effort within 10 business days to gather information regarding the grievance, inform the fellow of its findings, and offer recommendations to the Fellowship Training Director (or, if the complaint involves the Fellowship Training director, to the director of the division) and to the postdoctoral fellowship faculty.
- 5) Should the fellow contest this decision, the fellow can state in writing the issues with which the fellow does not agree and any suggestions for resolution within 10 business days. The suggested resolutions will be voted on by the fellowship faculty, with a simple majority of a quorum (defined as 60% of the total faculty) deciding the issue. The decision of the fellowship faculty is final, to the extent that the staff and resources needed for resolution are part of the fellowship program.
- 6) Resolution of grievances requiring staff or resources outside of the fellowship program will be reviewed with the Medical Director of Ambulatory Care Services or Associate Director of Service, Department of Behavioral Health and Correctional Care and with Denver Health Human Resources.

****** If there are concerns about colleagues outside of the training program or the conduct of the employees of Denver Health, please refer to the Human Resources Code of Conduct. Concerns can be reported to the Denver Health ValuesLine at 1-800-273-8452 or reported using the ValuesLine web form at <http://www.denverhealth.ethicspoint.com/>. The ValuesLine is available toll-free 24/7. You can make an anonymous report to a trained professional that is not a Denver Health employee. A postdoctoral fellow's supervisor can help make decisions regarding when and how to report ValuesLine concerns.

Maintenance of Records

Performance Evaluations and Certificates of Completion will be maintained indefinitely. Accountability Based Performance Plans will be recorded according to the process and procedures of the Denver Health Human Resources Department.

Policies, Procedures, & Educational Benefits

Dress Code: The dress and personal hygiene of employees reflects the professional image of Denver Health. Professional attire is required, and functionality should be consistent with the work area. Dress slacks, button down shirts, ties (optional), polos, dresses, and blouses are acceptable. Sports shoes, sweat suits, backless clothing, and flip-flops are NOT permitted. Badges are required to be always worn and easily visible to the patient and other staff. Refer to the Denver Health Dress Code policy (PolicyStat ID: 20513163) located on PolicyStat.

Planned Paid Time Off (PTO): Full-time postdoctoral fellows will have 20 days of PTO (deposited upon hire date) + 7 Denver Health Holidays. Supervisors and appropriate clinic leadership should be notified at least 30 days in advance or as soon as possible to block clinic schedules and plan for time away. After approval by both the clinic and the supervisor, the fellow can enter the time away into the *Time and Attendance* system for final approval by the training director. Benefit balances can be found in the *Time and Attendance* system. Postdoctoral fellows should refrain from taking off time in the last week of fellowship unless there is undue hardship that is discussed with the training director and approved by direct supervisors (family emergency, illness, financial hardship, etc.); if this is approved, fellows should plan accordingly with their use of PTO.

Unplanned Time Off: Denver Health does not differentiate between planned time off and unplanned time off (sick leave). If postdoctoral fellows are unable to come to work because of illness or another urgent circumstance, supervisors should be notified as soon as possible, and clinic call-out policies should be followed. Unplanned time off should then be entered into the *Time and Attendance* system.

Professional Development Time Off: Postdoctoral fellows are allotted 56 hours per year to devote to professional development activities including attending lectures, national conferences, grand rounds, other educational events in the Denver Health community or the Denver community, studying for the EPPP, or interviewing for jobs. Note that further time necessary for interviewing must be taken as PTO. All time away from clinic must be approved by your direct supervisor and final approval will be reserved for the Training Director.

Supervisor Time Off: Supervisors may have planned or unplanned time out of clinic. The supervisor will designate a covering licensed provider within the building, or another supervisor will be available for phone consultation. The supervisor responsible will notify the postdoctoral fellow of what to expect during the time when they will be out of the clinic.

Billing and Documentation: Postdoctoral fellows will be submitting bills to insurance companies, including Medicaid, for services provided according to the Integrated Behavioral Health and Outpatient Behavioral Health standards of billing. The strictest integrity is required in this process, making sure that visits meet the minimum requirements to be billed, and proper documentation supports the billing code submitted. Training will be provided on how to bill and document encounters in the electronic medical record, and all notes will be signed by an attending psychologist. Documentation should be completed within 48 hours of seeing a patient.

At-home Electronic Access: It is recommended that all postdoctoral fellows set up at-home access to the Denver Health Network to facilitate remote work if needed or scheduled. This will provide a secure way of completing notes or other work-related activities from home. All patient documents should remain in the clinic to protect patient confidentiality.

Session Tracking and Productivity: Productivity requirements are a part of professional practice within many organizations and, depending on the department, is a metric tracked by Denver Health. As such, monthly productivity may be measured and may periodically be discussed with postdoctoral fellows.

Work Related Injury: See **PolicyStat ID: 14611526**. Denver Health employees who are injured at work should report to their clinic manager as soon as possible and should contact the “Ouch Line” at 303-436-OUCH (6824).

Clinic Safety: Denver Health is committed to the safety of patients and employees. Security is available on the main Denver Health campus and all off-campus primary care clinics. Consult your supervisor about how to contact security or notify the team of safety issues. Additionally, postdoctoral fellows are encouraged to speak with their supervisors immediately regarding inappropriate patient behavior. Nurse practice managers and/or the clinic director are additional sources of support if at any time questions of safety arise. Postdoctoral fellows should discuss with their supervisor how to document patient behavioral issues.

Program Evaluations and MedHub: MedHub is an electronic platform that will be used to document evaluations from supervisors of postdoctoral fellows and from postdoctoral fellows of the supervisor and the training program. Evaluations of the program will be conducted at 3 months, mid training year, and at the end of the training year.

Research Resources:

The Denver Health Office of Research offers research trainings and seminars available to all employees, as well as access to MEDLINE Complete, REDCap, and Qualtrics:

- MEDLINE Complete is a full-text database of biomedical and health journals.
- REDCap (Research Electronic Data Capture) is a secure, HIPAA-compliant web-based application designed for data collection for research studies.
- Qualtrics is an online (web-based) survey platform to conduct survey research, evaluations, and other data collection activities. The links to these resources are available in the postdoctoral fellowship folder.

Electronic Media Policy: Postdoctoral fellows who choose to use social media should be mindful of how online documentation could be perceived professionally. It is recommended to utilize strict privacy settings. Information about patients or other inappropriate comments should never be posted. It is not appropriate to seek out information about patients through social media. In response to the evolving nature of technology, the American Psychological Association has developed guidance and can be consulted for further information/recommendations <https://www.apa.org/about/policy/guidelines-optimal-use-social-media.pdf>

Use of Artificial Intelligence (AI): Artificial intelligence (AI) is rapidly changing and becoming integrated into multiple aspects of everyday life both within professional and personal settings.

Denver Health utilizes AI tools embedded within the electronic medical record with current focus on reducing administrative burden of clinical documentation. Fellows are required to demonstrate competence in note-writing, case conceptualization, and differential diagnosis before being approved to use the note-writing assistance of the AI tools. There is a written consent form that must be reviewed and signed by the patient for use of the ambient AI program for mental health professionals only (by state law). If a patient declines use, they should not be denied care. For use of artificial intelligence in academic endeavors (creating presentations, designing teaching curriculum, generating graphics or figures, etc.), site the AI tool used and for what purpose or output it was used. See the APA Style Blog for a discussion of these ideas: https://apastyle.apa.org/blog/how-to-cite-chatgpt?utm_source=chatgpt.com

Discrimination, Sexual Harassment, and Retaliation: See **PolicyStat ID: 17829745** for complete policy. Denver Health prohibits discrimination based on any protected status regarding any employment decision. Denver Health prohibits all forms of sexual harassment. Likewise, Denver Health prohibits retaliation against an employee for reporting, participating in or assisting with the investigation of a complaint under this policy. Annual training is designed to bring awareness to all employees regarding these issues.

Reasonable Accommodations: See **PolicyStat ID: 10182775** for the complete policy. Denver Health and Hospital Authority (DHHA) will provide reasonable accommodations to qualified employees and applicants with disabilities and pregnancy-related limitations unless doing so creates an undue hardship on DHHA or causes a direct threat to the health and safety of the individual or others in the workplace. Accommodations will be provided to qualified individuals with disabilities when such accommodation is directly related to performing the essential functions of a job, competing for a job or providing benefits and privileges of employment as those without disabilities. Questions regarding Reasonable Accommodations should be directed to the Human Resources LOA Center at 303-602-7007.

Religious Accommodations: See **PolicyStat ID: 18804462**. DHHA will make a good faith effort to provide reasonable accommodations for employees' sincerely held religious beliefs and practices in accordance with applicable federal and state laws, unless doing so would cause an undue hardship to DHHA's operations or compromise patient care. This policy and procedure does not allow employees to request not to perform or assist in the performance of services because of the patient's age, disability, sex, national origin, race, color, religion, sexual orientation, gender identity or expression, infectious agent, general diagnosis, or condition. Fellows can submit a request form through the HR process.

***All other policies and procedures of Denver Health and the Integrated Behavioral Health Department and Outpatient Behavioral Health Services are expected to be followed.

Colorado Department of Regulatory Agencies

The Colorado Department of Regulatory Agencies (DORA) is the state agency that oversees the work of psychologists. Postdoctoral fellows are required to obtain a Psychologist Candidate Temporary Permit to practice psychology and count hours toward licensure in the state. As of 2026, applicants for psychologist licensure must complete 1,500 clock hours of supervised experience over a minimum of 1 year with 75 hours of supervision after obtaining a doctoral degree in psychology. In addition, a passing score on the Examination for Professional Practice in Psychology (EPPP) must be earned. Licensure requirements do vary by state, so postdoctoral fellows are encouraged to review the licensing information of the state of intended licensure. To be authorized to take the EPPP, DORA must receive final transcripts conferring the doctoral degree. This generally means that the postdoc is eligible to take the EPPP at any time during the postdoc year and after.

Further information on these applications can be found here:

DORA

<https://dpo.colorado.gov/Psychology>

EPPP

<https://asppb.net/>

Letter from the Training Director:

Dear Postdoctoral Fellow,

We are delighted to welcome you to Denver Health and our postdoctoral psychology training program. Approach this year with curiosity and intention as you deepen your clinical skills, further develop your professional identity, and consider how your strengths and interests can shape your career. Our faculty is here to support and challenge you throughout the training year.

As a teaching hospital, Denver Health provides rich opportunities to learn from professionals across disciplines. Ask questions, seek mentorship, and explore new areas of practice. At the same time, recognize the unique perspective and expertise you bring to the team, we are confident that your colleagues and faculty will learn from you as well.

Finally, we hope to model a sustainable and fulfilling professional life—one that balances meaningful work with life beyond work. Take this year to envision and enact sustainable practices for yourself as you embark on this wonderful and challenging career.

We are excited for the year ahead and hope your fellowship is a time of meaningful learning, growth, connection, and discovery. **Our sincerest welcome to Denver Health. We are so glad you are here!**

Joseph Jerez, PhD
Integrated Behavioral Health Training Director
Denver Health Hospital and Authority



DENVER HEALTH™
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Denver Health Medical Center

Postdoctoral Training Program

Acknowledgement of Handbook Policies and Procedures

I, _____, have received and read the Denver Health Denver Health Postdoctoral Training Handbook. I understand the policies and procedures as stated in the Handbook. I agree to fulfill the requirements and abide by the included policies and those established by Denver Health Human Resources Department. I further understand that the faculty of the training program has the responsibility to monitor my progress and professional behavior and provide notification should improvements need to be made.

Fellow Signature:

Date:

Printed Name:

Training Director Signature:

Date:

Printed Name