

# Aaron M Norr, PhD

Sr. Clinical Program Director & Operations Leadership  
Licensed Clinical Psychologist

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## SUMMARY

Innovative and strategic operations leader with extensive experience in program development, clinical training, and cross-functional leadership. Proven ability to drive large-scale initiatives, manage diverse teams, and oversee high-impact learning platforms serving thousands of users. Adept at aligning training programs with organizational goals, ensuring compliance with regulatory bodies, and leveraging data-driven insights to enhance learning outcomes. Expertise in curriculum development, continuing medical education accreditation, and digital learning solutions.

## PROFESSIONAL EXPERIENCE

### Sr. Clinical & Academic Program Director

Los Angeles, CA | 01/2023 – Present

UCLA-UCSF Aces Aware Family Resilience Network (UCAAN) | UCLA David Geffen School of Medicine

- Develop and implement strategic planning as part of the executive leadership team.
- Direct fully remote and highly diverse department including technical subject matter experts, doctoral-level curriculum developers, E-learning specialists, administrative managers, data scientists, and communications personnel.
- Provide cross-department collaboration to ensure alignment in organizational strategic goals including: communications, technical implementation and customer assistance, research and development, community grants program, and organizational operations.
- Oversee all design, development, and ongoing maintenance of the online learning platform ([www.training.acesaware.org](http://www.training.acesaware.org)) with over 65,000 users, over 100 educational assets, and over 150,000 learning hours completed in 2 years. Manage technical development through external contractors.
- Ensure completion of contract deliverables and reporting to key government stakeholders including: CA Department of Healthcare Services, Office of the CA Surgeon General, CA Department of Education, CA Department of Public Health.
- Lead data-driven efforts to streamline operations, identify strategic directions for product development, and provide quality assurance for end-users.
- Oversee development of over 100 hours of professional development educational content including live (in-person and virtual) trainings, online e-learning courses, and downloadable toolkits.
- Establish and maintain a continuing medical education accreditation program, ensuring compliance with national accrediting bodies for 6 professional agencies.

### Deputy Associate Chief of Staff Education/Learning Officer

Seattle, WA | 10/2021 - 10/2023

VA Puget Sound Health Care System

- Manage all training and professional development programs, clinical and non-clinical, for a large 1a healthcare facility comprising two campuses, seven community outpatient clinics, and over 6,000 staff members and health professions trainees.
- Lead the development of strategic plans and set education targets to drive organizational growth.
- Ensure compliance with training directives from various clinical oversight bodies including: The Joint Commission, Occupational Safety and Health Administration, Office of the Inspector General, and Department of Veteran's Affairs Central Office.
- Spearheaded data-driven quality improvement initiatives to modernize facility training programs, integrating adult learning principles and interactive virtual environments. Championed education-based DEI efforts to foster an inclusive workplace.
- Developed real-time dashboards providing department leaders with actionable insights into training compliance, enhancing transparency and accountability.

- Redesigned training assignment algorithms to ensure accurate, timely delivery of required training, reducing annual training hours by over 4,000 and significantly improving critical compliance metrics.
- Assist GME and associated health site directors in maintaining program accreditation through various accrediting bodies.
- Managed a diverse hybrid team including professional trainers, administrative personnel, library services, and medical media department.
- Oversee facility learning management system for tracking and deploying over 100 training courses across over 6,000 learners.
- Maintain caseload as a clinical psychologist specializing in evidence-based treatments for trauma and anxiety.

### Staff Psychologist

Seattle, WA | 09/2018 - 10/2021

#### VA Puget Sound Health Care System

- Oversee the Mood and Anxiety Disorders Psychology Fellowship including personnel selection, program compliance, strategic plans, and personnel evaluation.
- Lead data-driven quality improvement efforts including reorganization of the clinical intake system, development of a new hire sponsorship program, and evaluation of active threat training effectiveness. Disseminate results to service line leadership
- Contribute to program development efforts including reorganization and evaluation of group psychotherapy programming; spearhead efforts to identify strategic directions and operational plans for outpatient services.
- Provide direct clinical supervision to graduate psychologists, psychology interns/fellows, and psychiatry residents.

### Advanced Postdoctoral Fellow

Seattle, WA | 08/2017 - 09/2018

#### VA Puget Sound Health Care System

- Completed data-driven quality improvement project on clinical dropout in PTSD outpatient clinic using large administrative datasets.
- Contributed to program development efforts for increasing patient engagement and staff education on best practices for measurement-based clinical care.
- Published peer-reviewed academic research and prepared competitive research grant applications.

### Assistant Clinical Director

Tallahassee, FL | 07/2015 - 07/2016

#### Anxiety & Behavioral Health Clinic at Florida State University

- Oversaw all clinic operations including direct supervision and performance ratings of graduate student therapists and full-time research assistants.
- Developed and executed transition to a fully digital assessment and intake system.
- Managed triage and tracking of evidence-based psychotherapy cases and outcomes.
- Ensured compliance with state insurance and licensing regulations.

## PROFESSIONAL ACADEMIC EXPERIENCE

### Assistant Professor/MIRECC Investigator

Seattle, WA | 06/2019 – Present

#### University of Washington, School of Medicine

- Design, secure, and execute federally (DoD and NIMH) funded research on technology in behavioral health training. Managed a team of interprofessional collaborators across 4 agencies.
- Supervise direct reports who are responsible for the execution of research protocols, institutional review board compliance, data security, and participant safety monitoring.
- Disseminate quantitative and qualitative research on technology-based training and treatment in high-impact peer-reviewed publications through effective collaboration with a diverse team of academic professionals.
- Conduct educational didactics for psychology service, medical providers, and trainees.

### Acting Lecturer/Senior Fellow

Seattle, WA | 01/2018 – 06/2019

#### University of Washington, School of Medicine

- Designed, secured, and executed intramurally funded research on the use of technology in the treatment of mental health disorders including anxiety, depression, PTSD, and suicidality.

- Organized monthly professional continuing education series on PTSD research for department faculty and trainees.
- Collaborated to develop and implement comprehensive didactic experience for the psychology training program.

## EDUCATION

|                                                                                                                                  |                                          |
|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Clinical Psychology Doctoral Internship (APA Accredited)                                                                         | VA Puget Sound Health Care System   2017 |
| PhD in Clinical Psychology (APA Accredited)                                                                                      | Florida State University (FSU)   2017    |
| MS in Clinical Psychology                                                                                                        | Florida State University (FSU)   2014    |
| Bachelor of Science, Psychology                                                                                                  | University of Washington   2009          |
| <ul style="list-style-type: none"> <li>• Minor: Spanish</li> <li>• Graduated Magna Cum Laude, Dean's List (2005-2009)</li> </ul> |                                          |

## PROFESSIONAL AND COMMUNITY INVOLVEMENT

- **UCLA-UCSF Aces Aware Family Resilience Network (UCAAN)** Los Angeles, CA | 2023 - Present
  - Chair, Education and Training Steering Committee
- **VA Puget Sound Health Care System** Seattle, WA | 2016 - 2023
  - Chair, Education and Professional Development Steering Committee
  - Organizational Health Council | Whole Health Committee
  - Section Quality Improvement Lead, Outpatient Mental Health
  - Track Lead, Mood and Anxiety Disorders Psychology Fellowship
  - Behavioral Health Trainee Personnel Selection Roles
    - Mood and Anxiety Disorder Fellowship Selection Committee
    - MIRECC Advanced Fellowship Selection Committee
    - Doctoral Internship Selection Committee

## HONORS & AWARDS

- **Outstanding Research Achievement Award, Psychology Service** VA Puget Sound | 2021
- **James Beysner Early Career Award for Distinguished Contributions** AVAPL | 2020
- **Arthur W. Melton Early Achievement Award** APA Division 19 | 2018
- **Russell and Eugenia Morcom Career Development Award** Florida State University | 2015
- **Graduate Student Research Development and Dissertation Awards** Florida State University | 2015
- **Phi Beta Kappa** University of Washington | 2008

## SKILLS

|                  |                                                                                       |
|------------------|---------------------------------------------------------------------------------------|
| TECHNICAL SKILLS | Microsoft Office   Smartsheet   SPSS/Jamovi   ChatGPT                                 |
| OTHER SKILLS     | Clinical Research & Trials   Technical Writing   Data Analysis   Training Development |
| LANGUAGE SKILLS  | English (native fluency)   Spanish (conversational proficiency)                       |

*References furnished upon request*