

Chamarlyn Fairley, PhD, ABBP

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Objective

Clinical psychologist with experience in management, leadership, operational effectiveness, and process improvement with interest in applying these skills to executive coaching, leadership and team development, organizational development, policy implementation and operational functions.

Skills & Abilities

INDUSTRY

- 20+ years in government agencies in the state and federal government.
- 18+ years therapy, teaching and consulting.
- 5+ years an Executive Coach within the VHA Coaching cadre.
- Board Certified Clinical Psychologist.
- 2+ years, **certified as a Professional Certified Coach (PCC) through the International Coaching Federation.**
- Board Certification in Business in Consulting, in process.

MANAGEMENT AND LEADERSHIP

- 10+ years of experience with providing technical recommendations and expertise on the coordination of system administrative changes that address systemic challenges impacting **personnel, budgeting, position management, community relations, program development, policy change and implementation, and organizational change.**
- Demonstrated a leadership trajectory of increasing scope and responsibility during my 14-year tenure with the VA as follows: (1) Within 3 years of starting at the VA as a staff psychologist, I was promoted to Program Manager (2013) with responsibility for 20 FTE and 3 Community Based Outpatient Clinics (Mental Health); (2) Three years later (2016) appointed to serve as the Acting Assistant Chief of Mental Health, with responsibility for 120 FTE, a grade equivalent higher than my current role and while still maintaining my current role; (3) In 2017, I was promoted to a GS-14 Program Manager given my success in maintaining an increased role and responsibilities in both positions; (4) In 2018, based on my success and impact in these leadership roles, I was hired as the permanent Assistant Chief of Mental Health.
- **Fiscal and budgetary program management** for the Mental Health budget at the WJB Dorn VAMC. Oversaw a budget of \$13M for the Mental Health Service line, which covered up to 120 FTE and support various programs including Specialty Mental Health, Locum Tenens Program (fee base providers) and Operating Supplies.

- Developed a **DE&I Consultation Program for Senior Leaders in the VA Health Care System**. The program served Senior Leaders enterprise wide, including NCA, VBA and VACO. **Information was delivered in written and oral forms.**
- Led the development of the Beyond Wokeness, an internal TEAMS channel that gives employees a space to learn about and discuss issues related to Diversity, Equity, and Inclusion.
- Worked jointly with service chiefs and executive **leadership to develop and establish standards** for quality, productivity, and efficiency, leading to decreased wait times and increased productivity and access, which directly improved Veteran Care based on **policy and directives from the Veterans. Health Administration**. Directed the implementation and roll out of various support programs resulting in improved operations.
- Founding and Managing Director of The Fairley Consulting Group. The company focuses on producing executive coaching, team development, leadership experiences/trainings and Diversity, Equity and Inclusion consultation.

CLINICAL

- 25 years of clinical experience providing therapy to adults and children in various setting. Focus areas include sexual trauma, depression, and anxiety disorders.
- 15+ years consulting with educators, medical/healthcare, prison, and community populations. Settings included healthcare systems, home-based care, non-profit organizations, and state prison systems.

TEACHING

- Consultant and Trainer, Leaders Imago, Team Manager Development Center, October 2023-present. This program helps develop and coach the leadership skills of front-line supervisors and managers in a 2.5 day in-vivo simulation experience.
- Consultant, Developmental Resources, July 2006-July 2015. One day seminars, to Teachers, Principals, and other educators regarding bullying and relational aggression in the United States of America and Canada.
- Adjunct Professor, University of Phoenix, June 2011- December 2011. Research Methods and Introduction to Psychology.

OTHER RELEVANT SERVICE

- Society of Psychologist in Leadership, Board Member, June 2023 -present
- Admissions Chair, Junior League of Columbia, June 2021 – May 2022
- Nominating Committee Member, Junior League of Columba, June 2018- May 2019

Policy Experience

- **Assistant Chief of Mental Health: Operational Implementation** of all MH Standards as dictated by the Veterans Health Administration
- **Professional Standards Board, WJB Dorn VAMC:** Chair (2014-2017). **Established and led** the first local professional standards board for Dorn VAMC. Responsible for education of board members, implementation of process, and establishing and justifying the GS level for Psychologist being onboarded.
- **Office of Mental Health Site Visitor:** Coordinated with VISN and Facility leaders, including Senior Leaders, Mental Health Leads and facility staff in the **development and implementation of action plans** to assist in the full implementation of the Uniform Mental Health Services Handbook.

Selected Experience

VETERANS' HEALTH ADMINISTRATION (VHA) NATIONAL CENTER FOR ORGANIZATIONAL DEVELOPMENT (NCOD) | – SENIOR OD PSYCHOLOGIST | APRIL 2022-PRESENT | GS-14

- Applied specialized knowledge of organizational development practices **to partner successfully with executive leadership and management at the facility, network, and national level to build and sustain long-term sponsorship capability for leading people and leading change within VA.**
- **Designed, administered, and analyzed measures of organizational performance on the national, VISN, facility and work group level.** Assisted in the development, implementation, training, maintenance, and process improvement as it pertains to Consulting Service's Senior Leadership, Coaching, Executive Development, and general consulting programs.
- Provided knowledge and effective consultations within the arena of organization development, team building, team development, team coaching, change management, program evaluation, servant leadership, and employee engagement to **leaders ranging from Senior Executive Service to front line supervisors.**
- Conducted **National virtual trainings** for the VA Coaching program and the National HRO implementors training program.
- **All consultation and training were conducted in person, virtually and in written form.**

VETERANS' HEALTH ADMINISTRATION (VHA) NATIONAL CENTER FOR ORGANIZATIONAL DEVELOPMENT (NCOD) | OPERATIONS MANAGER – SENIOR OD PSYCHOLOGIST | DECEMBER 2019 – APRIL 2022 | GS-14

- Ensure the day-to-day activities of the Executive Team Assessment and Consultation (ETAC) program are operating efficiently and effectively and remain aligned with NCOD's overall operational plan and strategic direction.
- Develop and execute an ongoing monitoring process to ensure the implementation fidelity across NCOD providers of ETAC's programs, **including developing processes and policies to enhance the execution of ETAC's national level programs, initiatives, and services across VA.**

- Provide effective consultations within the arena of organization development, team building, team development, team coaching, change management, program evaluation, servant leadership, and employee engagement.
- Specialty areas include team development and supporting leaders to expand their knowledge of and ability to have conversations around issue of Diversity Equity and Inclusion.
- **All consultation was conducted in person, virtually and in written form.**

VETERANS' HEALTH ADMINISTRATION (VHA) NATIONAL CENTER FOR ORGANIZATIONAL DEVELOPMENT (NCOD) | DIRECTOR OF OPERATIONS (DETAIL) | JUNE 2021 – SEPTEMBER 2021 | GS-15 EQUIVALENT

- **Served as acting senior manager and strategist to the Director of the NCOD.**
- **Participated in Senior Leadership discussions setting the vision, policy, and decisions for NCOD.**
- Provided knowledge and skill in Human Resources. Led the recruitment process for three positions. Included review of position descriptions, completed supplemental hiring forms, and provided leadership in implementing the DE&I hiring toolkit in Operations.
- Created procedural document for credit hour exceptions, later used to brief NCOD staff and supervisors for guidance regarding these exemptions.
- Created document to justify a blanket hiring exemption for NCOD. Collaborated with staff and Senior Leaders at NCOD for information needed.
- **Contributed to decision-making processes** for DE&I policies for hiring at NCOD.

VETERANS' HEALTH ADMINISTRATION (VHA) NATIONAL CENTER FOR ORGANIZATIONAL DEVELOPMENT (NCOD) | OPERATIONS MANAGER –OD PSYCHOLOGIST | JUNE 2018 – DECEMBER 2019 | GS-13

- Applied specialized knowledge of organizational development practices **to partner successfully with executive leadership and management at the facility, network, and national level to build and sustain long-term sponsorship capability for leading people and leading change within VA.**
- **Designed, administered, and analyzed measures of organizational performance on the national, VISN, facility and work group level.** Assisted in the development, implementation, training, maintenance, and process improvement as it pertains to Consulting Service's Senior Leadership, Coaching, Executive Development, and general consulting programs.
- Provided knowledge and effective consultations within the arena of organization development, team building, team development, team coaching, change management, program evaluation, servant leadership, and employee engagement.
- **This was conducted in person, virtually and in written form.**

WJB DORN VAMC | ASSISTANT CHIEF OF MENTAL HEALTH | JANUARY 2018 – JUNE 2018 | ACTING FEBRUARY 2016- DECEMBER 2018 | GS-14

- Operationally managed a service line of 120 FTEs with a ceiling of 180 FTEs, including matrixed professionals.

- Provided administrative, operational, clinical, and programmatic leadership for Mental Health Services under the direction of the Chief, Mental Health Service to ensure achievement of the clinical, research, and education goals and applicable performance measures.
- **Worked jointly with service chiefs and executive leadership to develop and establish standards for quality, productivity, and efficiency. Directed the implementation and roll out of various support programs resulting in improved operations.**
- **Oversaw all business operations** and health information practices within their respective operations are being measured for quantity and quality of the work performed, and conducted in continuing compliance with the laws, regulations and standards which govern those activities, the reasonable expectations of VHA's business partners, and the highest standards of Compliance and Business Integrity. This included, but was not limited to, budget development and human resources collaboration.
- **Provided technical recommendations and expertise on the coordination of system administrative changes that address systemic challenges impacting personnel, budgeting, position management, community relations, program development, policy change and implementation, and organizational change.**
- **Fiscal and budgetary program management for the Mental Health budget** at the WJB Dorn VAMC. Control funding, annual budget preparation of service line budget to include approximately \$260,000 (did not include salaries) for various programs including Specialty Mental Health, Locum Tenens program (Fee base providers) and Operating Supplies.
- Accountable for the delivery health care by the staff of the Mental Health Service. This includes, but is not limited to providing the administration, management, and leadership of inpatient and outpatient programs through the respective Section Chiefs, including General Mental Health, PTSD, MHICM, PRRC, SATP Inpatient Services and the Community Based Outpatient Clinics.
- **Decisional authority in top level decision and policy design** that impacted the Mental Health Service through collaboration with Medical Center administration, other service chiefs, and interdepartmental supervisors.
- **Developed, implemented, and maintained requirements in accordance with VHA and Medical Center policy.** This involved developing and implementing environmental policies, procedures, and systems within areas of responsibility.
- **Developed processes and review policies to inform the execution of national level programs, initiatives, and services.**
- Responsible for managing and responding to Action Items, Suspenses and Congressionals.
- Provided coverage for Chief of Mental Health, as needed.

WJB DORN VAMC | PROGRAM MANAGER AND SUPERVISORY PSYCHOLOGIST – LOWER STATE COMMUNITY BASED OUTPATIENT CLINICS | FEBRUARY 2017- JANUARY 2018, GS-14 | MAY 2013 –FEBRUARY 2017 | GS13

- Responsible for the Community Based Outpatient Clinic (CBOC) section of Mental Health Services at WJBD VAMC

- Provided supervision and oversight of 20 FTE, including all prescribing and non-prescribing staff. Included by not limited to organizing work, setting priorities, delegating task and meeting various deadlines to meet the needs of the Veteran and the Organization.
- Implemented regular use of the MHIS, MHMS and SAIL performance measures.
- Created SOPs in CBOCs for consults from PC to MH in CBOCs with limited resources and heavy dependence on Telemental Health.
- Exhibited creativity and innovation, external awareness, flexibility, resilience, strategic thinking and vision while leading the lower state CBOCs.
- Built alliances with other VA's in our VISN, including using Telemental health to provide coverage.

OFFICE OF MENTAL HEALTH OPERATIONS (DETAIL) | DEPARTMENT OF VETERANS AFFAIRS | FEBRUARY 2015-JUNE 2015 | GS-14 EQUIVALENT

- Provided Technical Assistance to four VISNs and their respective facilities regarding the delivery of quality mental health care to Veterans.
- Ensured compliance with the Uniform Mental Health Handbook.
- Assisted the **VHA VISNs and facilities with strategic action planning and implementation of policies** to improve access to clinical services, integration, and execution of new/revised clinical services with other components of the health care organization, and monitoring the integrity, quality and value of mental health services.
- Provided technical assistance and guidance to VISN Mental Health Leads and their staff in areas of identified need and/or assembles teams of experts and consultants who provide this assistance and consultation.
- Coordinated with VISN Mental Health Leads and facility staff in the development and implementation of action plans to assist in the full implementation of the Uniform Mental Health Services Handbook.
- Providing training and oversight of site visitors participating in OMHO site visits nation-wide
- Coordinated VISN and facility-level site visits in coordination with site visitors to assist in providing facilities with a comprehensive evaluation of current level of Uniform Mental Health Services Handbook implementation.
- **Communicated through written reports and/or briefings about the findings and analyses of assigned training and consultative projects to the Office of Mental Health Operations, as well as VISN and facility Senior Executives.**
- Provided technical assistance in mental health business operations, including review of national dashboards related to productivity, clinic management, and mental health monitoring of outcomes (e.g., Mental Health Information System and other national dashboards).

OTHER CLINICAL POSITIONS

- Military Sexual Trauma Coordinator, WJB Dorn VAMC (January 2010 - July 2015)
- Staff Psychologist (Inpatient and Outpatient), WJB Dorn VAMC (January 2010-March 2013)
- Supervising Psychologist, South Carolina Department of Juvenile Justice (September 2006-January 2010)

- Staff Psychologist, South Carolina Department of Juvenile Just (July 2005-September 2006)
- Psychology Intern, South Carolina Department of Mental Health (July 2004 – June 2005)

Education

PH.D., CLINICAL- COMMUNITY PSYCHOLOGY | AUGUST 2005 | THE UNIVERSITY OF SOUTH CAROLINA

- Related coursework: behavioral interventions for individuals (adults and children) and groups, research in high-risk populations, wide range of individual assessment of cognitive ability, skills, and personality. Also focused on interventions for communities and systems – including large systems.

M.A., EXPERIMENTAL PSYCHOLOGY | DECEMBER 2001 | UNIVERSITY OF SOUTH CAROLINA

- Related coursework: behavioral interventions for individuals (adults and children) and groups, research in high-risk populations, wide range of individual assessment of cognitive ability, skills, and personality. Also focused on interventions for communities and systems – including large systems.

B.A., PSYCHOLOGY AND AFRICAN AMERICAN STUDIES | MAY 1998 | DUKE UNIVERSITY

Additional Training

- ICF Certification, Professional Certified Coach (PCC)
- Level 1 COR training, 2021
- Leadership VA, 2021
- Federal Coach Training, NCOD, 2020
- Serving Leaders Training and Train the Trainer, 2018
- Lean Systems Redesign/Process Improvement Green Belt VA certified, 2017
- Excellence in Government Fellows, Partnership for Public Service, 2016
- Administrative Investigative Board (AIB) Trained, 2016
- American Board of Professional Psychology, Clinical Psychology, 2014

References

Available upon request