

DC Armijo

Nonprofit Executive & Author

CAREER HIGHLIGHTS

An accomplished executive with over 25 years of leadership experience in the nonprofit sector. DC's dedication to purpose-driven work is founded in a childhood marked by poverty and a father's illness. He has served in a variety of roles including: Fellow, Director, SVP, COO, CEO, Trustee, and Board Member. He has mentored executives, led expert panels, chaired board committees, shaped state and federal policies, and written well over \$100M in successful grant proposals. He has also designed and launched a free clinic, led the strategy and operations of a large nonprofit, created a leadership development program, divested a for-profit subsidiary, and directed several large federal health programs over his successful career.

CONTACT

 NonprofitDilemma.com

 [linkedin.com/in/dcarmijo](https://www.linkedin.com/in/dcarmijo)

EXPERTISE

Hospital administration

Health policy

Nonprofit leadership, finance, and strategy

Business development for nonprofits

Public health interventions

Public health systems

Government contracting

Technical assistance & evaluation

Primary and pediatric care

Children's health

WIC and SNAP programs

Disease and syndromic surveillance

Health IT software development

Publishing

Leadership development

BOOK

As governments flounder, the nonprofit sector has grown increasingly important. This means we need more leaders who are both driven and equipped to make a difference. *The Nonprofit Dilemma* is based on DC's experience leading, consulting, and serving nonprofit organizations. It explores why nonprofit management is uniquely challenging and provides the insights and tools necessary for purpose-driven leaders to become better catalysts for change.

INNOVATION

- ❖ Two-time Centers for Medicaid and Medicare innovation awardee
- ❖ Conceived of and led a \$10M children's oral health initiative to reduce the rate of dental caries among children in Michigan
- ❖ Designed and developed initial versions of a hospital error/near-miss surveillance system which was later sold to Cerner
- ❖ Served as Principal Investigator for a large Accenture-funded study of the most 'connected health' communities across the globe
- ❖ Led U.S. Agency for Healthcare Research and Quality (AHRQ) expert panel on design considerations for Electronic Health Records
- ❖ Participated in the U.S. Institute of Medicine (IOM) Roundtable on Evidence-Based Medicine (which launched the vision of *the Learning Healthcare System*)

LEADERSHIP

- ❖ Led strategy and operations for a large nonprofit government contractor (~450 employees) based in Ann Arbor, Michigan
- ❖ Served as Executive Director of Michigan's Regional Extension Center, a seven-year, \$40M effort to modernize healthcare delivery in the state
- ❖ Oversaw the launch and execution of multiple HHS-funded healthcare modernization efforts and practice transformation initiatives across the Midwest

SERVICE

25 years ago, designed and led the start-up of a free-clinic to serve the residents of Pontiac, Michigan. The clinic, *Mercy Place*, is still in operation today.

Consulted with politicians in Washington DC and in state capitals about the need for policy changes to improve the health and lives of Americans.

Donates significant time and money annually to purpose-driven nonprofits in Michigan and Florida

Author of *The Nonprofit Dilemma* and companion blog to:

- Inspire and prepare future nonprofit leaders
- Provide solutions to common management challenges, and
- Help current executives and trustees reignite their passion for nonprofit leadership

EDUCATION

MASTER'S DEGREE

Health Services Administration in Health Management and Policy
**University of Michigan,
Ann Arbor, MI.**

BACHELOR'S DEGREE

Anthropology / Health Behavior and Education
**Oakland University,
Rochester, MI**

LEADERSHIP continued

- ❖ Wrote and managed the proposal process for over \$100M in awarded contracts and grants from government agencies and philanthropic organizations
- ❖ Managed teams of professionals who delivered technical assistance and conducted evaluations of public health interventions focused on maternal and child health, behavioral health, and nutrition
- ❖ Managed teams of professionals who designed and built award winning public health systems: immunization registries, syndromic surveillance system, disease surveillance system, preventative care referral and tracking system, children's oral health registry, and a system that supports mental health research and care delivery at nine academic medical centers

GOVERNANCE

- ❖ Currently serving on the board of Oakland University's Honors College
- ❖ Chaired board of large, multi-state, multi-organization healthcare improvement collaborative
- ❖ Served as board member for a small health communications firm (Palladian Partners) located in Bethesda, Maryland
- ❖ Served as a board member for a contract research organization in Rockville, Maryland that was purchased by Navitas Life Sciences
- ❖ Served as board Vice-Chair for a Chicago-based tech start-up and facilitated the sale of the organization
- ❖ Represented employers on two academic curriculum development boards, the University of Michigan and Wayne State University

EMPLOYMENT HISTORY

Author. *The Nonprofit Dilemma* book and blog. [2021-present]

Senior Vice President & Chief Operating Officer. Altarum Institute. Ann Arbor, MI [2017-2021]

President & CEO. Payformance Solutions. Chicago, IL [2018-2020]

Vice President & Director. Altarum Institute. Ann Arbor, MI [2011-2017]

Practice Area Leader. Altarum Institute. Ann Arbor, MI [2005-2011]

Senior Scientist. Environmental Research Institute of Michigan. Ann Arbor, MI [2001-2005]

Policy Analyst. Vector Research. Ann Arbor, MI [1999-2001]

Administrative Fellow. Trinity Health Oakland Hospital. Pontiac, MI [1998-1999]

Consultant. M-Care. Ann Arbor, MI [1997-1998]

Intern. M-Care. Ann Arbor, MI [1996-1997]

Copy Editor. *The Economics of Health and Healthcare* by Folland, Goodman, and Stano. Rochester, MI [1994-1996]

Lab Assistant. Eye Research Institute, Oakland University. Rochester, MI [1992-1996]