

Daniel G. Ward

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▷ Public Service Leadership Experience

Co-Owner/Managing Director **2016-present**
Oregon Center for Change, LLC
Beaverton, OR

Co-founder and co-owner of a large outpatient behavioral health treatment program in this Portland, Oregon, suburb. Clinic employs forensic psychologists, licensed professional counselors, and social workers who offer psychological assessment, testing, and client-centered treatment for a niche population. Learn more at www.oregoncenterforchange.com

Executive Director **2013-2017**
Oregon Drug and Alcohol Policy Commission
Salem, OR

Advised the Governor, state department heads and the Oregon Legislature on matters of drug and alcohol policy and budget, specifically focused on improving program accountability and access through strategic state, local, and cross-department policy and budget management.

CEO **2009-2012**
Metro Crisis Services, Inc.
Denver, CO

Created Colorado's statewide behavioral health emergency plan, and then implemented this start-up mental health and substance abuse treatment organization as the pilot project. Emergency mental health and substance abuse services, all ages, 24/7. Service base is 2.7 million people in seven Denver Metro counties; program is now statewide.

Managed all business development, budgeting, grant acquisition and accounting, tax and regulatory compliance, fund development, policy creation, clinical systems, day-to-day operations, law enforcement/first responder coordination, public relations, marketing, web content development. Secured \$3MM+ philanthropic, corporate, and governmental support.

CEO **2003-2007**
La Clínica del Cariño Family Health Care Center, Inc.
Hood River, OR

Led a non-profit migrant and community health center (FQHC) with a 21-year history of service to uninsured and underinsured people in the rural communities of the Columbia Gorge. Started the health center's medical and dental clinic in The Dalles. Directed all treatment activities; managed restructuring and restored accountability to maintain viability (including acquiring ~\$3 million in grant support annually) at clinics in Hood River and The Dalles. Staff of 120+, including 16 medical providers, four dentists; 48,000 medical and dental appointments per year.

Director of Cowlitz County Department of Human Services **2002-2003**
Administrator of Southwest Washington Regional Support Network
Longview, WA

Dual role as Regional Administrator for Medicaid-funded behavioral health services in southwest Washington region, and County Health and Human Services Department Director for all county-supported mental health and substance abuse programs. Managed county department accreditation; created new programs with contracted service organizations.

[The next four entries are positions of increasing responsibility within the Kent County, MI, system.]

Executive Director **1989-1996**
Cornerstone Community Mental Health Services
Grand Rapids, MI

Director of behavioral health services center (open access acute care facility with 24-hour psychiatric emergency clinic) for individuals, families, and first responders in large urban county. Managed this "front door" of the single-entry access system for \$63 million multi-agency service system. Created QA and utilization management systems to coordinate care for 11,000 service recipients annually. As Program Director for the County's treatment system, designed and built state-of-the-art behavioral health crisis services continuum across 40+ community programs.

Executive Director **1987-1989**
Residential Treatment of Grand Rapids, Inc.
New Kent Homes, Inc.
Grand Rapids, MI

Founder and Chief Executive Officer of two non-profit corporations operating 14 free-standing 24-hour-staffed treatment facilities (110 residents) for specialized residential treatment of adults with mental illness, substance use disorders, and developmentally disabilities, especially individuals with severe and persistent co-occurring "dual-diagnosis" disorders. Specialties included three hospital-alternative crisis houses for rapid stabilization, two houses for elderly and medically-involved people with mental illness, three recovery houses for people with mental illness and substance use disorders, two houses for people with co-occurring mental illness and developmental disabilities.

Ombudsman **1985-1987**
Kent County Community Mental Health
Grand Rapids, MI

First ombudsman (conflict resolver) in a community mental health setting in the U.S. Investigated quality of care issues, clinical treatment management and security issues, complaints from individuals and families. For three years, effectively managed organizational conflict which prevented individuals from receiving least-restrictive, most-effective treatment alternatives; reduced system treatment costs by \$2.5 million annually.

Psychologist **1980-1985**
Kent Oaks Psychiatric Unit
Grand Rapids, MI

Direct treatment psychologist. Provided emergency and short-term patient care in outpatient and emergency clinic of 50-bed county psychiatric hospital. Assessed and treated more than 4,000 patients, both adults and children. Supervised interns and conducted training programs.

▷ Other Management Experience

Management Consultant **1991-present**
Daniel Ward Consulting and Training
Grand Rapids, MI

Contracted by non-profit organizations, government agencies, healthcare providers, public libraries. Trained Boards of Directors, top managers; designed facilities and programs; created sustainability plans, public education, personnel/customer relations and behavior management. For the U.S. Postal Service, consulted on critical incident planning and recovery. Advised counties on managed healthcare. Contracted by Library of Michigan to teach grant proposal writing and program evaluation skills to library administrators in 83 counties across the state.

Human Service Program Administrator
Lansing Community College
Lansing, MI

1997

Assessed community market and planned new curriculum to build local child treatment and behavioral health workforce. Created employer-college workforce development programs. Advised college administrators on instructional program changes.

▷ **For-Profit Business Management Experience**

Quality Director
50 Below, Inc.
Duluth, MN

2007-2009

Managed this software company's design production. Managed change with 200+ employees; created continuous quality improvement program; created practical regulatory compliance procedures. Company had serious legal troubles before my tenure, which led it to recruit me.

Director of Marketing Communications
RTSe USA, Inc.
Redmond, WA

1999-2001

Began as Director of Marketing for Synchronicity, Inc., of Bellevue, WA, a GIS and content management system developer (a dot.com software company). Company was acquired by Finnish software developer RTSe; I became Marcom Director of RTSe USA. Managed the communications department, supervised copywriters and technical writers, wrote and edited marketing materials, website content, technical specs and software documentation.

Co-Owner
Bates Street Publishing Company
Grand Rapids, MI

1987-1999

Wrote, designed, and edited marketing materials for commercial businesses, non-profits, medical providers. Developed and coached on marketing strategy. Skilled technical and advertising copy writer; used digital design technology as well as traditional graphic production.

Publisher
Michigan Human Services Jobs
Grand Rapids, MI

1990-1992

(Before the Internet spawned many similar online services,) created, marketed and published this profitable biweekly subscription-only employment newsletter for professionals and human resource managers in the human services.

▷ **Other Professional Experience**

Technical Writer
Boeing-Flight Safety
Seattle, WA

1999

On a short-term contract, wrote the pilot training program for the Boeing 777 airplane, with a team of two pilots, two engineers. ("Flew" the 777 in simulators, then wrote instructions about how to fly it—fun!)

Marketing Copywriter **1998-1999**
Alexander Marketing Service
Grand Rapids, MI

For this advertising agency that specialized in engineering and chemical industries, wrote marketing collateral, direct mail, print and on-line media, technical white papers, B-to-B and consumer magazine advertising for client list that included Dow Chemical, Textron, Pentair. (Wrote dozens of compelling advertisements for such things as hydroxypropylmethylcellulose, double-enveloping worm gears, calcium chloride, magnesium hydroxide, etc.)

Field Agent **1975-1978**
Michigan Department of Corrections
Lansing, MI

Conducted six to ten adult felony pre-sentence investigations a month (including developmental and social history, criminal record, offense details, victim impact, and sentencing recommendation) and supervised caseload of 90 convicted felons on probation in the community.

▷ Teaching Experience

Business Writing Instructor	English Department, Grand Valley State University	1998-1999
Adjunct Field Instructor,	Psychology Department, Grand Valley State University	1990-1991
Adjunct Field Instructor	Social Work Department, Grand Valley State University	1985-1986
Social Studies Teacher	Adult High School Completion, Holt Public Schools, Holt, MI	1980
Graduate Teaching Assistant	Psychology Department, West Georgia College	1979-1980
Substitute Teacher	Michigan, Oregon, Georgia	1974-75; 1978-79
English Teacher	Holt High School, Holt, MI	1974-1975

▷ Publications

Behavioral Healthcare Access System Readiness Workbook, Published by Impact Training and the Michigan Association of Community Mental Health Boards, Lansing, MI September 1996.

▷ Education

Master of Arts in Psychology, with Highest Honors

1980 GPA: 4.0

West Georgia College (now University of West Georgia)
Carrollton, Georgia

Bachelor of Arts in Social Science and English, Minor in History; Honors College

Earned teaching certificate

1974 (Four-year degree completed in two years)

Michigan State University
East Lansing, Michigan

Please read highlights of leadership on the pages that follow.

Daniel Ward — “An energetic, quick-thinking, quick-moving innovator, who is also calm and kind, with a long record of accomplishment...”

As a business leader and public servant:

Currently, co-founder/co-owner and Managing Director of private outpatient mental health clinic, which delivers treatment to 165 people every week. www.oregoncenterforchange.com

Licensed for the past 35 years as a limited-license psychologist in Michigan. Practiced in a large, high-volume county psychiatric hospital for several years, during which I personally evaluated and treated more than 4,000 individuals who were in mental health and/or substance use crisis. Also conducted nearly all the patient intake interviews for the first research replication of the PACT (Assertive Community Treatment) model from Madison, Wisconsin. Conceptualized and implemented an innovative humane utilization management system for multiple behavioral health outpatient clinics.

Recruited to Denver to design and start the seven-county pilot program for the now-statewide Colorado mental health and substance use treatment access system. Initiated and built sustainable collaborative care management processes with 22 medical hospitals (met with their CEOs and ED directors) and over 40 law enforcement agencies (met with their leadership and sent my staff to train every shift of patrol officers). Worked closely with the Governor of Colorado, the state’s Congressional Delegation, the State Legislature, and private philanthropists to ensure the project’s success. For my work, I was nominated for the prestigious competitive Harvard Kennedy School “Excellence in Government” award. I recently learned that my statewide health system plan has become known as “The Colorado Model.”

Designed, built, staffed and led a county-owned free-standing specialized emergency mental health/substance abuse treatment facility (a “PES”—psychiatric emergency service), in Michigan, with accompanying holistic strength-based treatment philosophy, program policies and procedures; this subsequently became the primary model for similar services in the National Health Service of Great Britain, Alameda County, California, Bexar County, Texas, and Unity Hospital in Portland, Oregon.

Served in Michigan as the first Ombudsperson (mediator/dispute resolver) in a mental health setting in the United States. Trained in mediation at George Mason University in Virginia. By actively resolving conflicts among four general hospitals, four inpatient psychiatric hospitals, and roughly 40 community-based treatment programs, facilitated hospital-alternative and hospital-stepdown referrals that resulted in documented savings for my county of over \$2.5 million per year.

Following a preventable patient fatality in a Michigan residential mental health treatment facility, I was asked, as a top county government administrator, to take over leadership of the failed non-profit organization that operated it. In only one month, I started two replacement corporations, recruited and trained two separate boards of directors, managed extensive re-construction to code compliance of 14 facilities, wrote complete policy and procedure manuals for each organization, recruited professional volunteers who ultimately interviewed more than 400 people to hire over 215 new employees, then trained them to staff the 14 specialized licensed residential care facilities. I served as the Interim CEO to stabilize both new corporations for a couple of years until permanent CEOs were recruited; afterwards, I returned to my leadership role in county government.

<p>Managed the successful turnaround (led the recovery of over \$1,000,000 in receivables) of a failing community and migrant primary care clinic (FQHC) in the Columbia Gorge of Oregon. Created sustainable budget that enabled the organization to provide health insurance and raises to its 120 employees for the first time in its 21-year history. Restored confidence of federal funders, rebuilt local relationships to enable expansion of the clinic. Implemented same-day access methodology. Expanded dental clinic to 11 operatories while upgrading for ADA compliance. Wrote successful grant proposals and budgets to enable construction and sustainable operation of two additional medical and dental clinics in another town 20 miles away. Implemented the clinics' first EMR system.</p>
<p>In Colorado, designed and supervised construction of a call center facility for statewide behavioral health crisis intervention and suicide prevention, including developing telecommunications systems and a paperless electronic records system.</p>
<p>Led the initial accreditation (JCAHO, CARF, AAS) of four healthcare organizations.</p>
<p>Served as Marketing Director for software companies in Seattle and Minnesota.</p>
<p>Created and managed an anonymous "street drug" analysis program (while in college.) Collected drug samples from users, obtained analyses from State of Michigan laboratory, and reported results back to users. Worked with the State Legislature to secure a special license, by Legislative Resolution, enabling me to legally operate this program in compliance with Michigan law.</p>
<p>Conceptualized, designed, and helped implement an innovative community facility for un-housed people to recover after surgery, serious illness, or injury, providing indoor living, nutrition, and nursing supervision during a healing period.</p>
<p>Recruited and appointed by Oregon Governor Kitzhaber to advise the Governor, the Legislature, and state department heads on improving the effectiveness and efficiency of substance use treatment and prevention programs statewide. Authored, for Governors Kitzhaber and Brown and the Oregon Legislature, numerous research reports documenting the statewide un-met need for evidence-based services, the data describing the actual extent of the opioid crisis in Oregon, and offering written policy plans for the potential improved use of state funds for treatment and prevention services.</p>
<p>Arranged discount bulk purchase and statewide distribution of affordable naloxone (the emergency "overdose-reversal" drug) for Oregon law enforcement and other first responders. Successfully arranged free donation of naloxone rescue kits to all Oregon colleges and universities, directly from the manufacturers.</p>
<p>Used vacant health clinic land to create the first and now largest community garden in the Columbia Gorge; it is still well-used, 14 years later. Started and rallied community donations for an annual community warm clothing drive, which distributed more than 500 children's winter coats and manufacturer-donated stocking caps in its first week.</p>
<p>Created and implemented Michigan's first multi-agency community-wide "high utilizer" planning group. Enabled ethical collaborative planning for high-risk, high-demand, multi-system consumers. Resulted in better access to effective care, shared responsibility among providers, reduced consumption and reduced costs.</p>

...As a consultant:

<p>Wrote hundreds of policies, standard operating procedures and employee handbooks for non-profit organizations and commercial businesses. Wrote grant proposals for healthcare and human service organizations. Led several healthcare organizations to Joint Commission and CARF accreditation.</p>
<p>Helped a Canada-based international organization create a sustainability plan to enable it to maintain and expand services to its 2,000 member-organizations. Trained its Board of Directors on accountability and board leadership skills.</p>
<p>Guided architectural design and served as owner’s representative to build safe, secure, and humane residential, hospital, and outpatient treatment facilities for outpatient mental health organizations and private hospitals.</p>
<p>Helped Wayne County, Michigan (Detroit), design a system of care for people with mental illness and people with “dual diagnosis” mental illness/substance use disorder.</p>
<p>Helped Oakland County, Michigan (Pontiac, and Detroit suburbs), improve their system of care by designing program enhancements for their continuum of services.</p>
<p>When a large urban Michigan county collapsed financially due to mismanagement and corruption and was taken over by the state government, I was part of a consulting team that preserved services for people with mental illness and people with developmental disabilities; conducted public forums; created a new county budget and service plan.</p>
<p>Conducted grant proposal reviews for the federal government, to approve grants for programs to enhance primary medical care and accessibility of HIV treatment to Caribbean countries and the continent of Africa.</p>
<p>Advised Denver Health (downtown public hospital) on architectural features for its new inpatient mental health units to help foster safety, security, and human treatment.</p>
<p>Created an Associate’s Degree human services curriculum for Lansing (MI) Community College.</p>
<p>Taught grant proposal writing skills to public librarians of 83 Michigan counties, consulted with individual librarians to help them build winning federal funding proposals. The following year, taught those librarians to conduct basic program evaluations and write informative grant progress reports to justify continued grant funding.</p>
<p>Wrote a training manual and conducted all-day training sessions for every state and county public community mental health program in Michigan to help them prepare for capitated managed care (implementing continuous quality improvement and utilization management systems) for Medicaid-funded treatment services.</p>
<p>Facilitated processes and provided board and staff training to enable organizations to create their own strategic plans, board development, and successor plans.</p>
<p>Provided two-day trainings for twenty Michigan school districts (for their teachers and administrators) on substance use harm reduction, prevention and intervention skills.</p>
<p>Co-wrote an audiovisual first-aid training program and handbook called “Overdose Aid” for the</p>

Michigan chapters of the American Red Cross and the American Heart Association.
Provided immediate clinical recovery care to United State Postal Service employees following workplace violence (“going postal” events).
Created disaster plans and conducted table-top and real-world disaster simulations for state and local governments and for United Airlines.
Provided on-site support and advice to city and county police departments during hostage and barricaded-shooter events, to resolve incidents without serious casualties.
Created an app for grant proposal writers to calculate research-based prevalence and incidence of behavioral health conditions and suicide, in any U.S. community, based on population demographics and the latest CDC and SAMHSA data.

...As a marketing and technical writer:

Created strategic plans, board development plans, employee handbooks, marketing plans and collateral, reference manuals, procedure manuals for numerous non-profit and commercial for-profit businesses.
Wrote numerous grant applications and business plans, both for my own businesses and non-profit organizations, and as a consultant for others, generating over \$30 million in funding. My grant proposals are used as exemplars by federal project officers in the Department of Health and Human Services to demonstrate what they expect from other federal grant proposal writers.
Taught technical writing to college students at Grand Valley State University in West Michigan.
Wrote B2B marketing plans, magazine ads, journal articles, and B2B sales collateral for polymers manufactured by Dow Chemical, precision motion control and power transmission technology by Textron/Cone Drive, consumer products by Kreepy Krauly, and high-tech engineered materials.
Wrote the pilot training manual for the Boeing 777 airplane.
Wrote and published monthly newsletter for organic food distributor.
Designed and published marketing materials and programs for Grand Rapids Choir of Men and Boys.
Wrote, published, distributed, monthly employment newsletter for the five Great Lakes states.
Wrote sales collateral and website content, designed/built websites for power sports manufacturers Indian Motorcycles, Polaris, Can-Am, Arctic Cat, and several other businesses and non-profits.
Wrote dozens of research briefs on substance abuse treatment and prevention for two Oregon Governors and the Oregon Legislature.
Wrote and promoted monthly media releases, resulting in many (Google-able) newspaper and broadcast articles about my organizations. Twice placed lead feature stories on NPR’s “All Things Considered” and on PRI’s “Marketplace.”