

JEWISH FAMILY and CHILDREN'S SERVICES (JFCS)
OF SAN FRANCISCO, THE PENINSULA, MARIN AND SONOMA COUNTIES
DIRECTOR, SENIORS AT HOME DIVISION

JFCS seeks an operating executive with a growth mindset to deliver best-in-class services to aging clients in ways that: are compassionate, advance dignity and independence, improve physical and mental health, and strengthen family and community bonds.

[Seniors At Home](#) (SAH) is a core program area of Jewish Family and Children's Services, one of America's oldest and largest nonprofits providing comprehensive services to families. SAH supports older adults and their families as they address aging challenges with services that include: in-home care, center-based care, services coordination, healthcare advocacy, behavioral interventions, financial assistance, fiduciary services, socialization, Holocaust survivor services, and spiritual care services. These and other programs enable JFCS to offer a breadth of integrated medical and social services to people from across the socio-economic spectrum, in the process helping older adults and their families to thrive with dignity, safety and peace of mind.

Jewish Family and Children's Services ([JFCS](#)) was founded in 1850 by immigrant pioneers who created an extended family to care for each other upon arrival in California during the Gold Rush. Today, JFCS continues to function as an extended family, annually serving tens of thousands of people of all faiths and backgrounds with high quality, research-based social services designed to strengthen individuals, families and the community in the context of historic Jewish values.

The rate of growth in the percent of older adults in the Bay Area as a percentage of total population is staggering, with those over 65 years of age comprising just over 1.3M people in 2019 and forecasted to be close to 2.9M by 2060. JFCS has grown considerably to meet community need, and its strategy for serving the region's aging adults is to continue investing in SAH programs, staffing and infrastructure to enhance service delivery throughout its five-county region.

SAH's budget is \$23.8M, over half of the overall JFCS \$46M operating budget. Agency-wide, services are funded roughly 60% through private pay and contracts (including through the Claims Conference which secures material compensation for Holocaust survivors) and 40% through charitable contributions. Seniors At Home serves approximately 20,000 clients annually distributed across the service region, and employs 70 full time and five part time staff, and nearly 250 caregivers. The Director has 12 direct reports. Services are provided to people either at their home or in facilities that families separately arrange.

The SAH Director reports to JFCS Executive Director Anita Friedman, a visionary leader of national and international stature who has grown and stewarded JFCS to be a nimble, innovative, professionally run provider-of-choice for quality human and educational services for people of all ages, backgrounds and incomes. JFCS staff and professionals come from a broad range of backgrounds and represent many faiths. They bring energy, imagination, compassion and experience to a dynamic work environment. The Director will join an inclusive environment where diversity by every definition is embraced.

Seniors At Home is JFCS's most urgent priority for growth. This growth will be undertaken with an eye toward financial and programmatic sustainability, and with a commitment to service for those of various income levels. The SAH Director is expected to proactively seek service expansion opportunities throughout the San Francisco Bay Area, to forge productive partnerships, and to assure SAH's financial strength in service to the overall mission of Jewish Family and Children's Services.

BASIC FUNCTION

The SAH Director is responsible for the division's: management and leadership; services scope, quality and consistency; personnel and client recruitment; financial sustainability; maximization of contributed and earned income funding; partnerships with other service providers; and expansion within the region.

The Director supervises a highly qualified, committed program team, serves as a key member of JFCS' Executive team, and in the first six months will:

- Thoroughly understand JFCS - its history, clients, staff, programs & services, partners, culture, infrastructure, finances and sources of revenue.
- Develop strong relationships with the JFCS Executive Director and her Leadership Team, program staff and other stakeholders.
- Immediately assess the current status of any in-process initiatives and provide support for those efforts as needed.

This leader must have an entrepreneurial spirit, be growth oriented with a strong commitment to long term financial sustainability, and have a social service heart.

ONGOING RESPONSIBILITIES

GENERAL MANAGEMENT

- Serve as a creative, solution-oriented thought partner to the CEO, Leadership Team, staff and community to ensure high quality and coordinated care to seniors and their families; work closely with JFCS Executive staff and Board leadership, cross-functional teams, donors, and volunteers to build relationships and achieve agency-wide goals.
- Foster a culture of teamwork and unity among staff; promote the development of new ideas, expeditious resolution of conflict, and an appreciation for diversity; listen to staff concerns and continue the process of building a team that will be focused on program quality, program funding and program expansion; develop staff recognition and engender a collaborative environment; and upgrade personnel competencies required as SAH expands services.
- Manage, supervise and evaluate staff to ensure that they are well-suited to addressing the challenges facing SAH clients; ensure that a performance evaluation and review system is in place emphasizing well-defined goals, clear responsibilities and levels of accountability for all staff; encourage staff opportunities for growth within the organization; hire, train, retain and change staff in ways that improve services to SAH clients and strengthen the organization.
- Foster transparency and accountability in matters relating to SAH's financial condition, ensuring that: day-to-day operations and services are professionally and efficiently organized and administered; SAH adheres to a sustainable financial plan based on an annual budget that is approved by the JFCS Executive Director and Board; and financial performance positively tracks budget and operating plans.
- Explore opportunities for growth and new programs; focus on strengthening and creating new partnerships/relationships that support SAH clients; continually improve the value proposition for Bay Area seniors and their families, funders, partners and others in the community, with particular attention to competitors in this market who also provide services to seniors.

PROGRAMS

- Review and evaluate processes for the high quality development and delivery of home care, care management, clinical, food, volunteer, and other supportive and consultative services to seniors and their families.

- Assure a seamless continuum of service from client referral and follow-up to include all end-to-end services provided to SAH clients and families; assure service excellence, provider accountability, service quality assurance, and seamless communication among all involved in serving and interacting with clients.
- Participate in the ongoing development and day-to-day oversight of operational and clinical systems to support client care, including staffing, billing, and accounts receivable for each program.
- Serve as primary interface with Claims Conference to ensure appropriate funding for Holocaust survivors; ensure proper administration of contracts and meeting of other legal requirements.
- Actively participate in the planning and implementation of new SAH programs and activities in response to market needs including groups/workshops, collaborations with Jewish organizations and synagogues, and partnerships with community organizations, health care institutions, and businesses.
- Work closely with Rhoda Goldman Plaza, JFCS' assisted living community partner, in developing programs and services to RGP clients.
- Continue to foster a strong service orientation that is innovative, compassionate and professional; ensure that revenue, service productivity, and service outcome goals are communicated and understood by the SAH team and other stakeholders for business development and fundraising purposes.
- Understand the evolving needs, desires and demographics of older adults; seek their insights, and stay connected and accessible to clients and the overall aging sector as a matter of practice; maintain a strong working knowledge of significant trends and developments in the field.

PUBLIC RELATIONS AND COMMUNICATIONS

- Maintain, promote and provide visibility for SAH, by serving as a credible, articulate and effective spokesperson, in person and in writing to families, partners and community members involved in serving SAH clients; reinforce and build positive understanding of and reputation for SAH's work; ensure that JFCS and SAH is recognized for its leadership and outcomes that benefit seniors and their families.
- Serve as a spokesperson and advocate for the organization's clients and issues; actively represent JFCS/SAH, and in the process actively cultivate positive relations with public agencies, foundations and other funders, community partners, businesses and key organizations; engage in activities that advance JFCS/SAH mission and awareness.
- Serve as an advocate and effective spokesperson on healthy living and aging; become a bridge for those who are not focused on aging yet.

HUMAN RESOURCES AND TRAINING

- Develop and support a culture that attracts, retains, develops and motivates a diverse, high-quality staff; provide opportunities for staff to grow; create open, trusting relationships; set expectations for collaboration, transparency, productivity and performance, and for achieving goals and objectives.
- Through clear communications and expectations, ensure direct reports have the tools and support so that programs are effectively managed and executed.
- Ensure care managers receive clinical consultation and training as needed to carry out effective treatment plans and to meet productivity/billing standards; provide professional development opportunities to support staff growth.

EXPERIENCE, QUALIFICATIONS and CHARACTERISTICS

The successful candidate will be an experienced, mission driven, organized people person with many of the following experiences and sensibilities:

- Proven senior-level leadership, management and operations experience in complex, fast-paced, distributed organizations or companies of similar size; experience in delivery of geriatric services; experience in recruiting, developing, retaining and managing a balanced workforce whose skills and cultures reflect the communities JFCS serves; commitment to professional growth and development for self and team.
- Solid understanding of business fundamentals, knowledge of organizational planning, strategy development and implementation; budgeting; the ability to develop and use data to inform decisions and metrics to measure progress toward goals; a management style that is results-oriented; adept at planning, prioritizing, organizing and following.
- An entrepreneurial approach to building and improving services, and introducing innovative approaches to service delivery and systems; demonstrated understanding and curiosity about innovation and trends in aging; comfort with technology.
- Experience interpreting, implementing, and monitoring federal, state, and local compliance regulations such as regulatory changes, licensing, accreditations, policies, and health requirements as they relate to senior care.
- Previous fundraising, sales or business development experience is a plus; ability to identify and build relationships and partnerships aligned to JFCS.
- Excellent verbal and written communication skills; ability to speak clearly and concisely, conveying complex or technical information; demonstrated advanced writing, editing and presentation-development skills.
- Knowledge of Jewish community values, needs, traditions and services systems is beneficial, as is an understanding of Jewish and non-Jewish partners and counterparts in the community.
- A people person who values the contributions and perspectives of a culturally diverse staff, clientele and community; respects the subject matter expertise of others; genuine with a high level of emotional intelligence; diplomatic, gracious, humble.
- Curious, decisive and resourceful; a visionary who can see the possibilities of serving older adults more effectively through the highest quality programs and services; ambitious in identifying ways to grow SAH without jeopardizing operational stability or taxing resources.
- A team player who values and models working collaboratively but is not afraid to make difficult decisions; one who sets the bar high for self and the team and strives for accountability; a high energy level with a can-do attitude.
- Straight-forward, shares information easily, listens well; high degree of ethics and integrity who imparts trust; an individual possessing patience and a sense of humor to maintain balance and perspective.
- Bachelor's degree from an accredited college or university; advanced degree in a relevant field is a plus.

For more information please contact:

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