

Project Open Hand Chief Executive Officer

The leading food and nutrition nonprofit in California seeks a visionary executive in order to continue the mission of educating healthcare payers and providers of the role medical nutrition plays in health outcomes.

The priorities for the new CEO of Project Open Hand (POH) will be to build on the momentum the organization has achieved in the last three years as a leader in the Food = Medicine movement by scaling the organization to meet the need and lead the movement. Doing so will require the CEO to increase revenue through new and expanded relationships with government entities, health insurance companies and foundations. As a fearless fundraiser and advocate for medical nutrition intervention, the CEO will spend the majority of their time being externally focused, necessitating that they lead the Executive Team with clear communication, goals and objectives, that the work is measurable, and that they are empowered to do their best work.

BACKGROUND

Founded in 1985, [Project Open Hand](#) mission is *to improve health outcomes and quality of life by providing nutritious meals to the sick and vulnerable, caring for and educating our community*. What began as a grassroots response to the AIDS epidemic in San Francisco, today POH is an innovative, outcomes-driven, client-centered partner in the public health and medical arenas. A leader in the "Food = Medicine" movement in California and nationwide, POH prepares 2,500 medically-tailored nutritious meals daily and provides 200 bags of healthy groceries to help sustain clients in San Francisco and Oakland. It is the largest provider of warm and nutritious daily meals for seniors and adults with disabilities in San Francisco. Project Open Hand's vision is for a healthy California for the sick and vulnerable through nutrition.

POH's approach to nutrition has positioned the agency as an expert in the field, and has garnered contracts and support by government agencies, health insurance companies and private foundations. In June 2017, Governor Brown signed legislation providing \$6M for a three-year Medically Tailored Meals pilot program, a POH demonstration project that seeks to save millions in healthcare costs by providing medical nutrition intervention for chronically ill Medi-Cal beneficiaries. Assuming pilot success, there is tremendous opportunity for the CEO to expand POH's reach and serve more individuals if awarded a new multi-million dollar contract in 2020, and by contracting with health insurance companies to cover Food = Medicine programs throughout the Bay Area.

Project Open Hand is a founding partner of the Food Is Medicine Coalition (FIMC), a national association of nonprofit, medically-tailored nutrition service providers. FIMC's mission is to advance public policy that supports access to food and nutrition services for people with severe and/or chronic illnesses nationwide.

Headquartered in San Francisco's Tenderloin neighborhood, POH employs a staff of 120, relies on the generosity of nearly 125 volunteers every day, and is governed by an 18-member engaged, professional Board of Directors. The current operating budget is \$13M with approximately 40% received from government revenue (the greatest area for growth), and 60% from contributed revenue. The CEO has six direct reports that oversee Development, Programs & Advocacy, Operations, People Ops (HR and Volunteer Services), Finance, and Nutrition.

BASIC FUNCTION

Specific responsibilities and oversight duties include:

LEADERSHIP & VISION

- Thoroughly understand Project Open Hand – its history and culture, aspirations, governance structure, staff, Board, funding streams, programs, advocacy, community network, political landscape and constituencies.
- In partnership with the Board and Executive Team, provide vision, inspiration and dedication to create the most impactful organization that serves those who would benefit from medical nutrition intervention in the Bay Area and throughout the State.
- Interpret, own and implement the strategic plan with an eye keenly focused scale and organizational development. Continuously communicate POH's mission and strategy to internal and external constituents.

REVENUE & EXTERNAL RELATIONS

- As Fundraiser-in-Chief, personally drive the cultivation, solicitation and stewardship of new and existing major donors, grants and contracts; ensure appropriate staffing is in place to support fund development strategy; provide coaching and support to Board members to assist in their fundraising activities.
- With the Chief Development Officer, review fund development strategy, all current fundraising activities and segmentation by donor type to determine how resources are being allocated; refocus, if needed, to ensure energies are prioritized on activities with greatest ROI.
- Expand the public's understanding of POH's brand and work so that its mission, values, outcomes and stories are consistently and effectively conveyed through the website, social media and printed collateral; transform awareness into increased opportunities and new POH volunteers.
- Conduct public speaking and community outreach with the goal of building support for Project Open Hand; serve as an empathic advocate and knowledgeable spokesperson on medical nutrition intervention; assume an active working role with various local collaboratives that move system-change activities forward; develop and cultivate mutually beneficial relationships with other nonprofit organizations, state and local government, health insurance providers and community leaders to deepen the services and partnerships necessary to support those in need.

GENERAL MANAGEMENT, FINANCE AND ADMINISTRATION

- Maintain the organization's fiscal health, make sure it adheres to a sustainable financial plan based on a Board-approved annual budget and that financial performance positively tracks budget and operating plans; foster an atmosphere of transparency and accountability in matters relating to the organization's financial condition.
- Maintain a climate that attracts, retains, motivates and develops a multi-cultural, diverse, high-quality staff and Board; create an environment that embraces collaboration, innovation, accountability and diversity of opinion.
- Review current organization structure to assess that Executive Team has the appropriate training and resources to effectively lead their teams and advance operational and strategic goals; provide continued assessment of staff to ensure advancement, productivity and performance.
- Review all workflows, systems, controls, processes and procedures; ensure that POH maintains a solid operational foundation; continually improve organization's processes and technology to effectively deliver donor/volunteer-centric services.
- Ensure that day-to-day operations and programs are professionally and efficiently organized and administered; ensure proper administration of contracts, including compliance with relevant employment laws and other legal requirements; maintain and strengthen the organization's infrastructure including IT systems, financial controls and related business processes to sustain and improve service.

- Establish metrics and dashboards ensuring programs meet objectives and that data is captured and analyzed for program evaluation and fundraising purposes.

BOARD RELATIONS

- Become familiar with POH's governance policies; develop, recommend and implement policies, fundraising and program goals and objectives; provide ongoing communication to the Board on critical matters related to POH.
- With the Board Chair and Executive Committee, coordinate the efforts of regular and ad hoc committees; develop meeting agendas, schedules, retreats and other activities with the Executive Committee; ensure that all committees achieve objectives; encourage Board members' appropriate involvement in POH's range of activities.
- Assist the Board in identifying and recruiting new Board members whose talents, backgrounds, commitment and interests are congruent with the needs and mission of POH.

QUALIFICATIONS AND CHARACTERISTICS

The CEO will be an extroverted, driven and pragmatic executive who gets their energy from taking the lead in developing mutually beneficial relationships and from being a powerful voice for Food = Medicine in San Francisco, the State and nationally. Additionally, s/he should possess:

- A commitment to the mission of POH; an understanding or a willingness to fully absorb the benefits of Food = Medicine and be able articulately and passionate speak with diverse audiences. Ten+ years of management experience in a progressive, growing organization.
- A track record in attracting financial support, whether as a nonprofit executive or board member, or from the commercial sector, from individuals, government, foundations or businesses; familiarity with San Francisco or State government and political landscape would be an advantage.
- The ability to build and align essential resources for fundraising, advocacy, marketing, volunteer recruitment, administrative infrastructure, technology, talent acquisition and retention; track record of implementing strategies that improve internal workflows, communications, goal setting and metrics for measuring progress.
- Decisive and resourceful, with the organizational sensitivity to gain the support and confidence of the Board and staff at all levels; a team builder and collaborator, confident and competent, with strong skills in management and leadership; one who trusts and empowers the Executive Team; understands the subtleties of recruiting, motivating, directing and retaining a diverse group of personalities with different work styles.
- Fearless and experimental; one who can see and convey the long-term benefits of taking calculated risks.
- One who is creative and can identify and convey the synergies and mutual benefits that come from collaboration; a contributor who works well with diverse stakeholders, partners and collaborators; politically savvy.
- A grounded visionary and lifelong-learner who can see the real-world community benefits of Food = Medicine based on data and trends, and shape programs that are effective, highly leveraged and sustainable.
- An individual with outstanding human qualities; one who is straightforward, shares information easily, listens as well as offers advice, and respects the abilities of others; someone who imparts trust and integrity, and guides others in a similar vein.
- Outstanding oral and written communication skills.
- An individual possessing a sense of humor, and an ability to maintain balance and perspective.

For more information or to apply, please contact:

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