



## Position Profile

### Chief Executive Officer of Central Missouri Area Agency on Aging

#### Organizational Overview

The Central Missouri Area Agency on Aging (CMAAA) is a private, non-profit corporation serving 19 counties<sup>1</sup> in Mid-Missouri. Our main office is in Columbia, with field offices in Lebanon and California, MO. The agency was organized in 1973 as part of a national network of more than 600 Area Agencies on Aging. This network of agencies was formed in response to federal legislation titled the *Older Americans Act*.

The CEO reports to a 19-member board of directors. Our board of directors consists of one representative from each of the 19 counties served by CMAAA. Board members are elected by adults 60 years of age and older who live in the service area. Most board members are over the age of 60. In addition to the board, an advisory council composed of older representatives from each county offers input to the agency.

CMAAA plans, develops and coordinates a network of services for older persons and their family caregivers. The essential goal of our services is to enable older persons to live in their home of choice.

The agency utilizes federal, state and local tax dollars as well as private donations to implement its programs (see brief description of programs listed below). Clients voluntarily contribute toward the cost of the services received. In addition, many communities conduct private fundraising efforts to supplement the funds provided by CMAAA thereby expanding services to even more local residents. Volunteers contribute freely of their time and talents allowing us to provide cost effective and compassionate services.

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<sup>1</sup> Audrain, Boone, Callaway, Camden, Cole, Cooper, Crawford, Dent, Gasconade, Howard, Laclede, Maries, Miller, Moniteau, Morgan, Osage Phelps, Pulaski, Washington

## Programs

### Information and Referral

The main goal of Information and Assistance Services is to let people know about the many resources available to older persons and their caregivers. If our agency doesn't offer the services a family member needs, we'll put them in touch with the agency or person that does.

Through our centralized database, families have access to comprehensive information about services throughout Missouri. We can even tap into a national database if their relative lives in another state.

Our Information and Assistance Services can provide families with much more than just a phone number and address; we provide families information about eligibility requirements, tips on selecting a quality provider, and printed materials to help them make well-informed, sound decisions.

### Senior Centers

The senior center program shines as the most visible program offered through the Central Missouri Area Agency on Aging (CMAAA). CMAAA currently supports 31 senior centers throughout its 19 county service area. People love good food and they enjoy gathering together for a meal; therefore, it's only natural that the most popular feature of a senior center is its Congregate Meal Program. Other senior center services, include:

- A variety of recreational and social activities
- Health education and screening programs
- Exercise classes
- Information and assistance services
- Plenty of volunteer opportunities for people of all ages
- Low Vision Resource Center for visually impaired persons who need assistance in reading or doing handwork
- Evidence-based health promotion disease prevention services

### Home-Delivered Meals

Using the senior centers as a base of operations, CMAAA is able to deliver meals to older persons living in over 100 communities in central Missouri. Each meal meets one-third of the daily nutrition requirements of the recipient. All meals are packed in re-heatable, disposable containers. Based on a recipient's needs, available support system, and distance from the nearest senior center, service may include hot meals,

shelf-stable, or frozen meals. For many homebound seniors, our home-delivered meal program is vital to their continued independence.

### Care Coordination

Some families are facing complex situations that require more attention and guidance than a phone call or Internet contact can provide. It's not uncommon today for family members to live great distances from one another. Children often do not know what services are available in the town where their mom or dad lives. Care Coordination services can be an invaluable resource in maintaining the independence of their loved one.

The Care Coordinator will visit the older person in his or her home to make an assessment of the person's needs. The Care Coordinator draws up a plan of action, which specifies needed services and how to obtain them. The Care Coordinator can detail the cost of each service and determine whether the person might be eligible for any public financial assistance in paying for those services. The Care Coordinator authorizes transportation and respite services, as well as provides public benefits counseling.

The types of services that might be included in a typical service plan include:

- Home-delivered meals
- Respite care
- Personal care
- Transportation
- Legal services
- Homemaker assistance
- Applying for public benefits
- Making referrals to other agencies

If requested, the Care Coordinator helps the person or their family arrange for needed services. Finally, Care Coordinators make regular visits to their clients to make sure that the plan of action is working and is satisfactory to the client.

### Long-Term Care Ombudsman

CMAAA's Long-Term Care Ombudsman Program is part of a nationwide service designed to improve the quality of care for nursing home residents. The Ombudsman Program recruits and trains volunteer ombudsmen to hear complaints and to help find solutions to problems associated with living in a long-term care facility. Where volunteers are not available, staff serve as ombudsmen.

Volunteer ombudsmen are assigned to a specific facility where they make regular visits; they become a trusted friend and a respected resource for the facility's residents and

staff members. This service is available at no charge to residents of long-term care facilities.

In addition to listening to residents' concerns and helping them to solve problems, ombudsmen help residents understand the laws and regulations governing long-term care facilities. In particular, ombudsmen teach about residents' rights.

Every volunteer ombudsman is certified through CMAAA's Long-Term Care Ombudsman office. Volunteers receive 18 hours of training before becoming certified. The trained ombudsman is then assigned to a facility where they make weekly visits. Volunteers are supported in their role by staff who handle particularly complex situations.

### Family Caregiver

National research shows that family caregivers need a lot of assistance, including:

- Information and guidance
- Training in the proper way to provide care or administer medications
- Emotional support
- Periodic relief from their responsibilities
- Assistance with needs that are unique to their own family's situation

Our Family Caregiver Program addresses these needs. Caregivers learn which services are available in their area and how they might benefit from them. CMAAA's Care Coordinator can meet with caregivers personally to assess their situation and help them get the services they need, including such support as financial assistance for the unique needs of their family and respite care services to provide caregivers with temporary relief from care responsibilities.

## The State of the Agency

CMAAA enjoys a reputation as one of the best-led area agencies on aging in the state of Missouri. Jean Leonatti currently leads the agency. Ms. Jean Leonatti started with the agency in 1974; she became its CEO in 1981. Ms. Leonatti will retire upon the hiring and orientation of the new CEO. During Ms. Leonatti's 37 year tenure as CEO, the agency has had significant growth in program outcomes, funding, services, employees, and productive partnerships.

CMAAA's fiscal operations are sound. While the agency is financially healthy, a new CEO will need to address the ever-widening gap created by the rising number of seniors who need CMAAA's services and the diminishing resources. The agency is also healthy programmatically; it has no significant outstanding program findings or audit issues at

this time. The agency does need to expand use of technology to improve efficiency and effectiveness.

The agency benefits from experienced, team-oriented leaders in management positions; however, any new CEO will need to address the anticipated retirement of several members of management and the need to engage in succession planning and build their own high-performing team.

A recent employee survey confirmed that CMAAA has an engaged workforce. Employees reported a positive workplace culture. The vast majority of them said they would recommend CMAAA as an employer to a friend, family member, or colleague. Employees overwhelmingly reflected positive feelings towards both management and their co-workers and reported that trust was high in the workplace. The most critical workforce issue in need of attention from a new CEO is the design and development of a competitive and equitable salary structure.

Finally, CMAAA's current board of directors represents 17 of the 19 counties the agency serves. The board is generally well informed, though has a history of being heavily reliant on its long-time CEO. The board's *ad hoc* Transition Committee is currently overseeing all of the agency's transition activities, including transition planning and oversight of the search and selection of the new CEO.

## CEO Duties and Responsibilities

The CEO is the leader of the agency and is expected to be a model of a servant leader. Reporting to the Board, the CEO provides leadership for the organization and the agency's management team. The CEO is accountable for carrying out the objectives of the strategic plan, assure compliance with all grants, understand the financial status of the agency, ensure goals are accomplished, engage with human resource matters, and guide the application of all policies and procedures.

The CEO is charged with being the voice of the agency – as well as being a voice for Missouri's Area Agency on Aging network - and is expected to represent the agency in a professional manner with all forms of media. The CEO must be passionate about the mission of the agency and must be able to articulate the mission, vision and values of the agency in a variety of settings. CEO duties include, but are not limited to the following:

1. Works in collaboration with the board and management to ensure the financial and programmatic sustainability of the agency. Provides leadership and direction to all staff to ensure the continued development and management of a

- professional and efficient organization; establish effective decision-making processes that will enable agency to achieve goal and objectives.
2. Establishes recommendations for and administers all agency policies and procedures in accordance with state and federal guidelines.
  3. Oversees the development of the short and long range planning for all agency programs and activities, including the Area Plan and its submission to the Department on Aging.
  4. Cultivates a strong and transparent working relationship with the Board and Advisory Council to ensure open communications on issues affecting the agency including all financial and programmatic matters.
  5. Serves as leader of the agency management team in the preparation of plans, activities and problem solving.
  6. Oversees the evaluation instruments and supervises evaluation of all agency programs and contractors.
  7. Prepares the agenda and attends meetings of the Board of Directors and Advisory Council of the Agency in order to provide them with data to be used in establishing priorities and recommendations. Presents to the Board of Directors timely management reports to assist them in the execution of their fiduciary responsibilities as board members.
  8. Serves as liaison between the Board of Directors and agency staff and encourages involvement of Advisory Council members in planning activities.
  9. Establishes and maintains working relationship with agencies and organizations serving the needs of senior citizens in the area.
  10. Reviews and signs all contracts, Notification of Grant Awards, fiscal reports, plans, and hiring and termination documents in accordance with Board policy.
  11. Provides oversight for and has a working knowledge of all efforts to raise the necessary resources to achieve the agency's mission, including grant-writing, annual fund campaigns, capital campaigns, and major gift efforts including identifying, soliciting, and stewarding gifts for the agency. Initiates, seeks out and oversees additional/new funding sources.
  12. Oversees the agency's \$9M financial operations including the management of the agency's director of finance, payroll, budgeting, and financial policies. Ensures compliance with regulations regarding human resources, privacy, accounting, lobbying, advocacy, fundraising, and licensing.
  13. Stays current on pending or existing legislation that may impact the agency and conveys relevant information to the Board of Directors and other key stakeholders as necessary and appropriate. Advocates for seniors and their families in our service area and across the state of Missouri. Coordinates all activities with legislative issues, which include writing or discussing the issues with the Board of Directors, caregivers and/or participants, members of the legislature and media.
  14. Identifies opportunities for Agency to leverage cross-program strengths to take advantage of new opportunities and/or to address organization challenges.
  15. Collaborates with community providers to implement community events.
  16. Initiates, seeks out and oversees additional/new funding sources.

17. Initiates and oversees implementation of all grants and approves all required grant reports.
18. Any other tasks or duties requested by the Central Missouri Area Agency on Aging Board of Directors

## Organizational Relationships

- Reports to: Board of Directors (19)
- Supervises: Program Directors (4), Office Manager (1)
- Employment Status: Salary/Exempt

## Qualifications

1. Bachelor's degree in human services, public administration or business is required. Master's degree in human services, public administration, gerontology, or business is preferred.
2. The CEO must have a minimum of five years of progressively responsible experience in a for profit, corporate, non-profit or public sector role, which would include at least three years in a senior leadership or executive position.
3. The CEO will have a strong background in financial management. They will have a proven track record of creating and overseeing a significant annual budget, of assessing an organization's financial performance/health, and of identifying and implementing new strategies for increasing revenues and containing costs.
4. The CEO will have excellent interpersonal, relationship-building and communication skills in order to effectively cultivate trust-based relationships with all staff members and key external stakeholders.
5. The CEO must have a working understanding of key aspects of running a business similar to CMAAA's in size, scope, and type, functional knowledge of corporate finance, human resources, privacy/security, legal matters, programming, and public policy.
6. The CEO must have the ability to set organizational priorities (identify the key issues or priorities to address from the multitude of less important issues and organizational noise.) Commits his or her and others' time to the most important priorities.
7. The CEO must have strategic agility; the ability to see the big picture, to identify key areas or underlying issues and to develop effective strategies; can forecast trends correctly.
8. The CEO must be a visionary; must be able to develop and share a clear and optimistic vision for the future of the organization, one that inspires and motivates employees to consider future possibilities and the wider purpose of the organization.

9. The CEO must be able to provide leadership through their direct reports and establish and implement a performance management process that will optimize the management team's individual and collective performance. They will be expected to use a democratic leadership style that motivates and inspires staff and continues to improve upon the currently high employee engagement. Strong administrative and supervisor skills are required as this position involves oversight of up to 150 employees.
10. The CEO must have superior written and public presentation skills, a proficient user of digital technology and be a user of social media within the business environment.
11. The CEO must be able to maintain good working relations with the members of the CMAAA Board of Directors, its Advisory Council, local elected officials, legislators, and the Missouri Department of Health and Senior Services.
12. Must pass all background checks required.
13. Must have valid driver's license, proof of auto insurance, access to reliable transportation and ability to travel, as job requires.

### Top Five Strategic Issues Facing New CEO

1. Finances: Strengthen agency finances and evaluate needed changes to business model
2. Human Resources: Evaluate and, as necessary redesign salary structure to make it more competitive and equitable. Conduct succession planning and otherwise successfully prepare for transitions within management team to ensure continued high performance of team
3. IT: Expand use of technology to improve organization's efficiency and effectiveness.
4. Programming: Increase the number of seniors who receive/make use of our services
5. Advocacy: Increase effectiveness of advocacy program (help policymakers understand the benefits of our services and value of providing us funding)

### Compensation

The compensation package for this position is very attractive and includes an executive base salary, fully paid health insurance (including dental and life), and generous vacation and sick time.



## Application Process

Interested candidates should apply through the agency's posting on Indeed<sup>2</sup> where they will be expected to attach a cover letter and thorough professional resume. This posting will be active and applications will be received from April 23, 2018 until May 23, 2018 or until filled.

## Position Screening Process

After an initial screening of qualified candidates, chosen candidates will participate in an in-person interview conducted by the Transition Committee. One to two preferred candidates will emerge from this first round process and will be invited to participate in a second, more intensive round of interviews. Members of the staff will participate in these interviews. The Transition Committee will advance the name of a single finalist to the Board of Directors. Final selection and employment terms will be the decision of the full Board of Directors.

## Equal Opportunity Employment

Central Missouri Area Agency on Aging is an Equal Opportunity Employer. No person, on the grounds of race, color, national origin, sex, sexual orientation, age, religion, creed or physical disability will be excluded from consideration of employment. This policy relates to all phases of employment, job application procedure, hiring, advancement, discharge of employees, employee compensation, job training and other terms, conditions and privileges of employment.

## Resources

Additional resources about the agency will be available to second round candidates including the following:

- Vision, Mission and Values Statement
- Organizational Chart
- 2017 Annual Report and Audit
- Agency By-Laws
- Job Description
- Summary of 2018 Employee Survey
- Human Resource Policy & Fiscal Policy

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<sup>2</sup> Early submission of applications is encouraged. The Indeed ad will be paused once the agency's budget has been reached; this may happen before May 23, 2018. When this happens, no additional applications will be accepted through Indeed.