

Chief Executive Officer
of Northwest Missouri Area Agency on Aging
Position Profile

Organizational Overview

The mission of the Northwest Missouri Area Agency on Aging (NWMOAAA/agency) is to promote systems that maintain and **enhance the quality of life for older adults** in the home environment of their **choice**. We deliver on our mission by listening to older adults needs, identifying and coordinating resources, and planning, developing and implementing programs or services for older adults and their caregivers. The agency strives to ensure effective, efficient use of resources and supports individual choice and informed decision making.

NWMOAAA is a private, non-profit corporation serving 18 rural counties¹ in Northwest Missouri. Our main office is in Albany, with a field office in Cameron, MO, only 90 minutes away from Kansas City. Our current budget is slightly over \$5,800,000 and is comprised primarily of federal, state and local tax dollars as well as private donations.

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 (OAA). Best known amongst the OAA programs is the congregate meal sites, or as many people know them as senior centers or nutrition centers. In the NWMOAAA area, 21 senior centers are independently operated and contracted to provide nutritious DRI compliant, meals. Last year 235,939 meals were served to older adults in the congregate setting.

The CEO reports to a 9-12 member board of directors. Our board of directors consists of representatives from the areas we serve. The board convenes monthly to conduct the business of the agency. In addition to the board, an advisory council composed of older representatives from each county offers input to the agency.

Services of NWMOAAA

A few of the programs and services offered by NWMOAAA are listed below. This is not a complete listing of our programs and services but describes our most utilized programs. Overseeing programs and services along with the staff who provide them is part of the CEO's core responsibility:

¹ *Andrew, Atchison, Buchanan, Caldwell, Clinton, Daviess, DeKalb, Gentry, Grundy, Harrison, Holt, Linn, Livingston, Mercer, Nodaway, Putnam, Sullivan and Worth*

Congregate Meals – Congregate meals are prepared following USDA guidelines and served at a nutrition site, senior center, or some other congregate setting. The congregate meal sites operate independently, usually having their own board of directors. They are contracted with NWMOAAA to provide the nutrition services throughout their service delivery area. Currently, NWMOAAA contracts with 21 sites throughout its 18-county service area to provide nearly 236,000 meals. People love good food, and they enjoy gathering together for a meal; therefore, it's only natural that this is our most popular and known program. Other services some of the senior centers offer include:

- A variety of recreational and social activities
- Health education and screening programs
- Exercise classes
- Information and assistance services
- Volunteer opportunities for people of all ages

Home Delivered Meals – Using the senior centers as a base of operations, NWMOAAA delivered 372,500 meals to older adults who qualify for this program last year. Each meal meets one-third of the daily nutrition requirements of the older adult. Based on an older adult's needs, available support system, and distance from the nearest congregate meal site, service may include hot meals, shelf-stable foods, or frozen meals. Our home-delivered meal program is vital to many older adults being able to live in their homes.

Homemaker Services – Daily activities can be a struggle for many older adults especially if they are dealing with chronic or long-term health concerns. This service aids qualified people who are having difficulty with one or more instrumental activities of daily living. Tasks may include light housework/laundry, preparing meals, grocery shopping/shopping for personal items, money management/banking/bill pay and assistance managing prescriptions.

Information and Assistance – The primary goal of Information and Assistance Services is to let people know about and access the many resources available to older persons and their caregivers. If our agency doesn't offer the services a family member needed, we'll put them in touch with the agency or person that does. We can provide older adults and families with much more than just a phone number and address; we provide unbiased information about eligibility requirements, tips on selecting a quality provider, and printed materials to help them make well-informed, sound decisions. We also offer benefits counseling and assistance filling out benefit applications. Annually we are serving over 6,000 people with this service.

Care Coordination – Some families and older adults are facing complex situations that require more attention and guidance. Care Coordination services can be an invaluable resource in maintaining the independence of their loved one. Our Care Coordinators are trained to assist older adults who need assistance to remain safely in their own home but also those who are

transitioning from hospitals and other facilities back to their home. The Care Coordinator will visit the older person in his or her home to assess the person's needs and environment. Then they will create a care plan, which specifies needed services and how to obtain them, including helping to determine whether the person might be eligible for any public financial assistance in paying for those services. Options counseling will also assist with long-range planning.

Transportation – To remain independent, especially in rural areas, seniors need access to the community for shopping, doctor visits, trips to pharmacies, to conduct banking, and other activities to support their independence. Transportation is provided in a variety of method in our service area. This includes PAR a volunteer driver system that takes older adults to non-emergency medical appointments. Coupons are available for OATS buses throughout the 18 counties or the metro bus system in St. Joseph. Some older adults may be eligible for reimbursement for either family or non-family members to drive them to non-emergency medical appointments. Even with all of these services available, there is not enough access to affordable and reliable transportation in our area.

Family Care Giver Support – We meet with caregivers personally to assess their situation and help them get the services they need to support the older adult in their lives. Caregiving is hard work and takes a mental and physical toll on the provider. NWMOAAA provides Information and Assistance, care coordination, training, and respite care services to caregivers. Respite means giving a caregiver a break, a few hours, away from caregiving responsibilities while knowing the older adult is still receiving care in a safe environment.

Long-Term Care Ombudsman – NWMOAAA's Long-Term Care Ombudsman Program is part of a nationwide service designed to improve the quality of care for long-term care facilities (nursing home) residents. The Ombudsman Program recruits and rigorously trains volunteer ombudsmen who educate residents about their rights, hear complaints affecting their health, safety, welfare, and to help find solutions to problems associated with living in a long-term care facility. Ombudsmen are assigned to a specific facility where they make regular visits; they become a trusted friend and a respected resource for residents. These volunteers are supported by staff who have experience handling complex situations.

Evidence-Based Health Programs – NWMOAAA offers a variety of evidence-based health programs designed to maintain and improve health in older adults. Educational classes such as Chronic Disease Self- Management and exercise classes such as Tai Chi are steadily growing in popularity, especially as the health care community increasingly recommends them to their patients.

Opportunity

NWMOAAA enjoys a strong reputation as being community-centered, people focused, well led, fiscally sound, with a strong performance in conducting effective programs. Ms. Rebecca Flaherty started with the agency in 1982; she became its CEO in 2007. Ms. Flaherty will retire upon the hiring and orientation of the new CEO. During Ms. Flaherty's 37-year tenure, the agency has had significant growth in program outcomes, funding, services, employees, and productive partnerships. NWMOAAA seeks to build upon Ms. Flaherty's leadership legacy, and the board is committed to building upon our present momentum.

NWMOAAA's operations are sound as shown by their history of clean reports on their federal single audits for the past 20+ years. While the agency is financially healthy, a new CEO will need to address the ever-widening gap created by the rising number of older adults who need our services and the diminishing resources. The agency is also healthy programmatically, having no compliance issues noted on their State monitoring audits. Usage and advancement in technology are an area for growth. Creating and building partnerships is a strength of NWMOAAA but could use more attention to external marketing and communications.

The agency benefits from experienced, team-oriented leaders in leadership positions; however, any new CEO will need to address the anticipated retirement of two members of leadership and the need to engage in succession planning and build their high-performing team. Staffing has remained at a steady level over the last three years. However, programs and numbers of people served has increased.

The new CEO will also need to be comfortable with change management. The needs and wants of older adults are shifting considerably with the emergence of the Baby Boomers. Industry-wide, we are seeing a challenge to the model of congregate meal sites; fewer people are going to senior centers. Generational differences have never so greatly affected and impacted programming for older adults.

Finally, NWMOAAA's current board of directors are well-informed and actively involved. However, the board 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 Director 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 agency, the leadership team, and contractors. The CEO is accountable for carrying out the objectives of the strategic plan, assuring compliance with all grants, understanding the financial status of the agency, ensuring

goals are accomplished, engaging with human resource matters, and guiding the application of all policies and procedures.

The CEO is charged with being the voice of the agency and is expected to represent the agency professionally to the public. 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. As new opportunities arise skill in graceful facilitation, negotiation with contractors/other organizations, and learning from and moving beyond inevitable failures will be necessary.

CEO duties include, but are not limited to the following:

Leadership

- Demonstrates vision and effectiveness in developing systems and long-term plans supported by concrete strategies for all programs and services, including the Area Plan and its submission to the Department of Health and Human Services.
- Exhibits entrepreneurial talent and initiative, creativity in problem-solving, and openness to innovation.
- Identifies opportunities for the agency to leverage cross-program strengths to take advantage of new opportunities and/or to address organizational challenges.
- Engage in facilitating community collaborations and implementing community-level events.
- Cultivates a transparent and robust working relationship with the board, advisory council, and funders to ensure open communication on issues affecting the agency including all financial and programmatic matters.
- Provides leadership and direction to all staff/contractors to ensure the continued development and management of a professional and efficient agency.
- Establishes effective decision-making processes that will enable the agency to achieve goals and objectives.

Advocacy

- 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 older adults 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.

- Establishes and maintains a working relationship with agencies and organizations serving the needs of senior citizens in the area, including federal, state, and local governmental agencies.

Finance/Fundraising

- Works in collaboration with the board and management to ensure the financial and programmatic sustainability of the agency.
- Manages the agency's financial operations including the management of finances, payroll, budgeting, and the implementation of fiscal policies.
- 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.
- Pursues and oversees additional/new funding sources.
- Oversees implementation of all grants and approves all required grant reporting.

Management

- Has strong business acumen, a commitment to fiscal and programmatic integrity, and excellent administrative skills
- Oversees and supervises the implementation and evaluation of all agency programs, services, and contractors including reporting as needed.
- Prepares the meeting agenda, creates management reports, and attends meetings of the board of directors to provide them with data to be used in establishing organizational priorities and to assist them in the execution of their responsibilities.
- Serves as liaison between the board of directors and agency staff and encourages the involvement of advisory council members in planning activities.
- Establishes recommendations for and administers all agency policies and procedures in accordance with state and federal guidelines.
- Reviews and signs all contracts, Notification of Grant Awards, financial reports, plans, and hiring and termination documents in accordance with Board policy.
- Ensures compliance with regulations regarding human resources, privacy, accounting, advocacy, fundraising and licensing.

Any other tasks or duties requested by the board of directors.

Qualifications

1. Holds a bachelor's degree with preference in the following fields: human/social services, gerontology, health care/public administration or business. A master's degree is preferred.

2. Demonstrate progressively responsible experience in a for-profit, non-profit or public sector role which would include at least three years in a senior leadership or executive position.
3. Exhibits a strong background in financial management; having a proven track record of creating and overseeing a budget, of assessing an agency's financial performance/health, and of identifying and implementing new strategies for increasing revenues and containing costs.
4. Has excellent relationship-building skills to effectively cultivate trust-based relationships with staff members, key external stakeholders to create collaborations and establish partnerships.
5. Show the ability to set and focus on organizational priorities by identifying the key issues to address from the multitude of essential topics and organizational noise.
6. Exhibits strategic agility; to identify critical areas or underlying issues and to develop effective strategies; can forecast trends correctly.
7. Capable of developing and sharing a clear and optimistic vision for the future of the agency, one that inspires people to consider future possibilities and the broader purpose of the agency.
8. Develops and motivate others while articulating the need for a culture of change in aging services.
9. Provides leadership through their direct reports and can establish and implement a performance management process that will optimize individual and collective performance.
10. Apply a democratic leadership style that motivates and inspires staff by seeking to understand and then continues to improve upon the currently high-level of employee dedication.
11. Displays superior written and oral communication skills, a proficient user of digital technology and be a user of social media within the business environment.
12. Cultivates good working relations with the members of the board of directors, advisory council, local elected officials, other Missouri Area Agencies on Aging, Missouri Association of Area Agencies on Aging, and the Missouri Department of Health and Senior Services.
13. Passes all background checks required, provides a valid driver's license and proof of auto insurance, has access to reliable transportation, and ability to travel, as needed.

Top Strategic Issues Facing the New CEO

1. **Programming:** Our target demographic of 60+ is changing rapidly and growing more quickly than at any other time in history. Baby boomers have a completely different outlook on aging and the programs or services they need. This shift is causing all aging-

associated services to evaluate their business model. We also see population shifting out of rural areas and towards cities.

2. **Funding:** Like any nonprofit, we are faced with constant changes in funding. Along with actual monetary changes also come changing funding and reporting requirements. Funding sources are also shifting to more non-traditional sources such as Medicare and health insurance companies.
3. **Human Resources:** As a result of the CEO retiring, staff have concerns, but the board and current CEO are working to quiet those fears and create a smooth transition. Staff also know two leadership members will be retiring within the next 18 months. Proper onboarding will be critical to retain knowledge and drive long-term success. During this time of change, the agency will need to evaluate the use of technology to increase efficiency and effectiveness.

Compensation

The compensation package for this position is very attractive and includes a base salary, health, short-term disability, and a small life insurance, retirement plan with a 3% match, and a generous PTO and holiday schedule. The salary range is from \$60,000 to \$67,000.

Application Process

Interested candidates should apply through Indeed.com 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 March 8-29, 2019, or until the position is filled².

Position Screening Process

After an initial screening of qualified candidates, chosen candidates will participate in phone interviews. Then in-person interviews will be conducted by the Transition Committee. Top candidates will emerge from this process and will be invited to interview with the full board of directors. Final selection and employment terms will be the decision of the entire board of directors.

Equal Opportunity Employment

NWMOAAA 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

². Early submission of applications is encouraged. The Indeed ad will be paused once the budget has been reached; this may happen before March 29, 2019. When this happens, no additional applications will be accepted through Indeed.

application procedure, hiring, advancement, discharge of employees, employee compensation, job training, and other terms, conditions, and privileges of employment.