



Chief Operating Officer

Leadership Profile

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WittKieffer

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The Opportunity

The Center for Elders' Independence (CEI), located in the East Bay (near San Francisco) seeks a collaborative, mission-driven and experienced operational leader to serve as its next Chief Operating Officer (COO). This is a unique opportunity to serve in a leadership role at a highly respected provider of community-based services for older adults.

Founded in 1982, the Center for Elders' Independence (CEI) is a PACE (Program of All-Inclusive Care for the Elderly) organization that utilizes an interdisciplinary team approach for care planning and implements purposeful high quality, affordable, and integrated health care services to older adults. Participants meet requirements as outlined by CMS/DHCS. CEI provides a comprehensive care model, delivered primarily in PACE Centers that include primary medical care, rehab gyms, a day center for socialization, activities and healthy meals and much more, all of which promote independence and an excellent quality of life. CEI has been helping at-risk seniors in the East Bay remain at home for over 40 years. They prioritize helping their participants lead an independent lifestyle while helping them maintain and improve their overall health.

CEI's programs include:

- **Medical Care** – Comprehensive medical services tailored to the unique health needs of clients.
- **Care Counseling** – Supporting individuals through their journey, both physically and mentally.
- **Transportation** – Providing reliable rides to appointments and outings, keeping individuals connected.
- **Physical, Occupational and Speech Therapy** – Personalized therapies to help individuals regain strength, enhance mobility and maintain independence.
- **Meals and Nutrition** – Providing balanced, nutritious meals that support health and well-being.
- **Home Care** – Providing support in the comfort of an individual's home with assistance in daily activities and personal care.

Reporting to the Chief Executive Officer (CEO), the COO will be responsible for the oversight and successful performance of CEI PACE operations, ensuring high-quality integrated care delivery to elderly participants while maintaining regulatory compliance and operational efficiency. In addition to PACE, the COO will have responsibility for CEI's HCBA (Home and Community Based Alternatives) waiver program. The COO will partner with the CEO and other executive leaders to implement strategic plans and initiatives that support the organization's mission and sustainability. The new COO will prioritize mentoring, coaching and team development.

The COO will prioritize quality, performance improvement and innovation, while ensuring increased access to CEI through census growth. The ability to develop and mentor CEI's operational teams, foster continued operational transformation and leverage technology and other tools to optimize performance and standardization are key priorities for the new leader.

The ideal candidate will be a visible and inspirational leader who has high integrity and a passion for CEI's mission. A successful track record of operational leadership and fiscal management gained in a valued-based healthcare environment is required for the role. The position is office-based, and it is expected that the candidate will live in the San Francisco Bay area or be willing to relocate.

Organization Overview

Since 1982, CEI's unwavering goal has been to help vulnerable seniors stay in the communities they love. Headquartered in Oakland, California, and serving the East Bay from Hayward to Martinez in Alameda and Contra Costa Counties, CEI has six care centers throughout the region. CEI presently serves over 1,400 PACE participants.

CEI is a PACE organization that uses an interdisciplinary team approach to care planning and implementation for the purpose of providing high quality, affordable, integrated health care services to the elderly and promoting autonomy, quality of life and the ability of individuals to remain living in their communities rather than nursing homes. CEI offers a healthcare plan and person-centered care that covers all healthcare services and social services for participants. CEI is at full risk for all PACE contractual services. CEI's PACE program provides all health, medical, and social services needed by their enrollees, without limits on dollars or duration of services, including preventative, rehabilitative, curative, and supportive services in day health centers, homes, hospitals, and nursing homes.

CEI's cooperative care teams are made up of 11 professional disciplines that work together to create an individualized care plan for each participant. Care teams meet weekly to review participants' care plans, changes in medical conditions, social engagement, and emotional well-being. Support goes beyond just medical and includes everything from nutritious meals to socializing and activities to in-home assistance and transportation. Although there are never any co-pays for services or medications, CEI PACE will be the participant's sole service provider and CEI guarantees access to services, but not to a specific provider.

CEI's PACE centers provide a gathering place for participants to connect with their peers and participate in activities, as well as receive medical care. Building new facilities allows CEI to expand its service area and aid more older adults in the East Bay. In 2024, CEI's physical therapy department identified additional ways to offer strength-building exercise and socialization, especially for those experiencing chronic pain, obesity, and osteoarthritis. The PT team developed an aquatics class for participants and through generous donations to the CEI Foundation, CEI rented a local community swimming pool to offer these exercise sessions. CEI is making this a year-round offering because of the success and results seen in the pilot program.

Recognizing the growing need for home care hours, CEI formed a partnership 2024 that allowed them to double the number of team members, expanding CEI's ability to provide home care to participants. Through this innovative approach, CEI increased the number of service hours 420% in 2024 as compared to the previous year. In-home care is now provided to 33% of participants, keeping people in their homes instead of care facilities. In May 2025, CEI expanded its regional reach by launching three new PACE centers, furthering its commitment to providing comprehensive care services to a growing senior population.

CEI's transportation program is at the center of much of their work. When an older adult stops driving, they lose much of their ability to see friends or get to medical appointments. Recognizing the growing need in the community, CEI recently improved their transportation services by purchasing 11 new buses bringing their total number of buses to 50+, hiring new drivers, and contracting with a third party partner to help with after-hours needs and individual appointments. CEI also invested in new software upgrades and provided training on new tablets allowing for GPS tracking. This made routing and rerouting more efficient, improving the ability of CEI to deliver quality services to their participants.

Overarchingly, CEI recognizes and is committed to increasing access to PACE for seniors in the East Bay. To ensure they can be both secure and efficient while growing their capacity to grow, CEI invested in secure technology systems that allow for seamless integration of platforms and more efficient collaboration. CEI strengthened their firewalls to keep data secure and reduce risk. In 2024, CEI started using AI-driven solutions to speed up hiring through AI algorithms, allowing them to broaden candidate groups and to support recruiting high-

quality staff. The finance team is piloting a virtual assistant to automate claims payments and data entry, making the work more efficient and scalable. These forward-thinking technological solutions will continue to position CEI to continue to expand their services while remaining nimble and cost-conscious.

Mission

CEI provides high quality, affordable, integrated health care services to the elderly, which promote autonomy, quality of life and the ability of individuals to live in their communities. But no matter how much CEI grows, the mission to *always strive to improve the quality of life for our seniors and help them age with dignity* is in the forefront of the efforts.

CEI Charter

Committed to ensuring their long-term viability and relevance, CEI developed a charter in 2023 to expand on their mission and outline their future. These charter statements provide a guiding light to the organization as they move forward.



Program Statistics

Wrap-around services are the power behind CEI's PACE program. PACE delivers results every day, making a huge difference in seniors' lives. Whether it is help in the home or making new friends at a center, East Bay older adults blossom with the keen attention and care of CEI. In 2024, CEI provided:

- 7,839 doctor's visits
- 4,606 physical therapy visits
- 2,926 occupational therapy visits
- 61,894 day center attendance
- 59,593 meals served
- 127,466 transportation trips

Financial and Operations Overview

CEI has achieved solid financial performance. In FY 2023, ending June 30, revenues were \$148.8M including \$93.5M from Medi-Cal, \$44.3M from Medicare, \$1.1M from self-pay, \$2.9M from other income and \$5.3M in investment income, with expenses of \$124.5M.

The Fund for Elders' Independence is a 501(c)(3) foundation established in 2010 by the Center for Elders' Independence Board of Directors whose mission is to create awareness and diversify funding for CEI through fundraising. This entity was further formalized in 2022 the newly formed CEI Foundation. There is some overlap between the CEI Board and the foundation Board. The CEI Foundation offers five essential funds to support seniors in diverse ways. These include:

- **Helping Hands Emergency Assistance Fund:** provides financial aid to seniors in crisis.
- **Fund for Excellence:** ensures that CEI can consistently deliver exceptional care to seniors facing medical and other health-related challenges.
- **WebLinks Program Fund:** empowers seniors with digital connectivity.
- **Healthy Living Fund:** enriches the lives of seniors by reducing social isolation and promoting mental and physical health.
- **Hope and Healing Fund:** bolsters the spiritual care program, supporting seniors' mental and emotional needs.

With approximately 430 employees, employee engagement at CEI is the highest it has ever been and quality performance metrics for participants are very good. The organization utilizes Gallup to measure employee engagement.

The Board of Directors

CEI is governed by a 12-member Board of Directors who serve four-year terms without term limits. The Board meets bi-monthly for a total of six meetings per year with an annual Board retreat for purposes of strategic planning. Board committees include executive, finance and investment-quality committee and audit.

Position Summary

Reporting Relationships

The COO reports directly to the Chief Executive Officer. Direct reports to the COO include the Senior Vice President Business Development and Community Engagement, Senior Director PACE Operations, Senior Director Support Services, Senior Director Operational Excellence and Process Improvement, Director Quality, Director Behavioral Health, and Executive Assistant. The COO supervises approximately 330 indirect reports.

Responsibilities

The COO will be responsible for the oversight and successful performance of CEI PACE Operations ensuring access to high-quality, integrated care delivery to frail elderly participants while maintaining regulatory compliance and operational efficiency. In addition to PACE, will have responsibility for an HCBA (Home and Community Based Alternatives) waiver program. The COO partners with the CEO and other executive leaders to implement strategic plans and initiatives that support the organization's mission and sustainability.

The successful Chief Operating Officer candidate will:

- Implement CEI's strategies and establish operational goals and metrics to measure success. Partner with the CEO to develop strategies and that align with CEI's mission.
- Monitor financial and operational performance standards and provide timely reports to the CEO and Board on operational performance.
- Establish consistent operational standards across all of CEI's programs and services.
- Prioritize transparent and consistent communication with the CEO, CEI's leadership team, staff, and the Board.
- Remain current on all trends in PACE and community-based services.
- In partnership with CEI's CEO and CFO, own CEI's budgeting and capital planning process.
- Support CEI's member engagement efforts and prioritize optimal care and innovation.
- Champion CEI's staff through active coaching and mentoring; build trust and inspire others.
- Implement operational processes that measure performance and efficiency; hold teams accountable for results.
- Model leadership behaviours in all communication and interactions.
- Build productive relationships with key regulatory authorities, government officials, industry, and advocacy partners.

Goals and Objectives

Leadership, Purpose, Culture and Governance

- Establish personal and professional credibility, build strong relationships and gain the trust and respect of CEI's management team, staff, PACE participants, Board and community partners.
- Foster a culture of accountability, continuous improvement and interdisciplinary collaboration among CEI's leaders and team members through effective coaching and goal setting.
- Cultivate an environment that supports CEI's commitment to celebrating inclusion, belonging and a commitment to celebrating diverse backgrounds and perspectives.
- Supervise operational nursing, clinical operations, transportation and facilities staff in a manner that encourages clinical partnership and high visibility.

Strategic Vision and Implementation

- Partner with the CEO, Board of Directors and CEI's leadership team to refine and implement CEI's strategic plan with a focus on continued growth, optimal care and financial performance.
- Oversee CEI's business growth strategies to ensure revenue enhancement and census growth.
- Manage the annual operating budget and annual operating plans.
- Support efforts to develop new strategic partnerships, affiliations and organization growth.
- Evaluate ongoing master planning needs, including renovations and upgrades.
- Build programs that drive performance improvement, operational excellence, innovation, participant satisfaction and cost reduction.

Operational Leadership

- Coordinate and oversee all operational aspects of the PACE and HCBA programs, including clinical, non-clinical, home health, homecare, transportation, facilities, enrollment, outreach and administrative support functions.
- Implement a strong operations infrastructure that supports strategic goals and CEI's commitment to high-quality medical, social, emotional and nutritional outcomes for participants. Prioritize regulatory compliance and high participant engagement.
- Serve as an ethical steward of CEI's resources.
- Create best-in-class operational processes that ensure optimal team performance, standardization, cost efficiency and resource utilization. Lead CEI's high-performance culture through achieving objectives key results (OKRs) at the organizational, departmental and individual levels. Develop and review key performance indicators and monitor actual performance against key success metrics.
- Direct the development and implementation of annual operating plans, including operating and capital budgets, to ensure effective performance and achievement of long-range organizational objectives.

- Deliver seamless participant care across the interdisciplinary team (IDT) in accordance with PACE regulations and best practices.
- Collaborate with the CIO to lead technology enablement necessary to produce outcomes that are effective in the short and long term.
- Work with the CEO to oversee organizational benchmarking and ensure the organization is systematically examining operational systems and making productivity and quality improvements. Ensure that CEI's quality improvement results are benchmarked to state and national norms.
- Promote an organizational culture of exemplary customer service, quality improvement and continued innovation. Partner with the CEO and corporate leadership team to develop strategies that will ensure the highest levels of participant and staff satisfaction.
- Assess workforce requirements and needs; adjust CEI's workforce as needed to foster growth, future operational needs and optimal efficiency.
- Work with CEI's general counsel and compliance team members to ensure adherence to all federal and state PACE regulations; respond to changes in the regulatory environment.
- Lead operational readiness for audits, surveys and licensure renewals; provide corrective actions and responses as required.

Industry Leadership, Community Involvement, Philanthropy and Advocacy

- Serve as a visible and collaborative spokesperson of CEI at the local, regional and national levels.
- Partner with the CEO and CEI's leadership team to foster philanthropic efforts and other sources of funding.
- Remain visible with regulatory bodies, governmental leaders, industry peers and partners.

Candidate Qualifications

CEI seeks an individual with the following qualifications to make a long-term commitment to the organization:

Education/Certification

- Master's degree in business administration, healthcare or public administration, or related field required.

Experience

- Fifteen years of progressively greater and high-impact roles with five or more years in an executive leadership position of a health-related organization, preferably non-profit, but not required.
- Leadership experience within an established PACE organization strongly preferred.
- Broad experience in performance improvement, valued-based care and care management.
- Familiarity with implementing short and long-term strategies and proven results achieving superb financial, operational, and quality performance.
- Knowledge of CMS and DHCS regulations (Medicare and Medi-Cal).

Leadership Skills and Competencies

- Passion for serving older adults and CEI's mission.
- Collaborative and authentic style.
- Innovator.
- Customer-service oriented leader who prioritizes process improvement and optimal quality.
- Coach and mentor.
- Nimbleness; ability to adapt to changing priorities.
- Strong oral and written communication skills; one who understands complex organizational dynamics and exercises good judgement.
- Ability to adapt to constantly changing priorities in managing a wide range of projects.
- Skilled at change management and conflict resolution.
- Supports philanthropic programs.
- Organized and self-confident; strong work ethic and sense of urgency.
- Drives accountability.

The Community

Oakland, California

CEI has locations across the eastern region of the San Francisco Bay Area – locally referred to as the East Bay. The region is a dynamic blend of urban energy and laid-back charm, offering something for everyone. Whether one is drawn to the artistic vibe of Berkeley, the historic charm of Oakland, or the family-friendly communities of Walnut Creek and Pleasanton, the East Bay offers a variety of lifestyle options that are exciting and accessible. Outdoor lovers will find endless options for hiking, biking, or general



exploration. The East Bay's mild climate makes nature loving a year-round possibility. Oakland's thriving art scene, world-class restaurants, and live music venues make it a draw for many across the broader region. The Bay Area Rapid Transit (BART) system provides an alternative transportation option that runs throughout the entire San Francisco Bay Area region. The East Bay offers diverse neighborhoods, excellent schools, and a strong sense of community – truly an area that offers something for everyone.

Procedure for Candidacy

Please direct all nominations and resumes to Lisa DeSimone Arthur and Eleanor Vogelsang, preferably via e-mail, to evogelsang@wittkiewer.com or via the WittKiewer Candidate Portal [here](#).

CEI is an equal opportunity employer and makes employment decisions on the basis of merit. We enthusiastically accept our responsibility to make employment decisions without regard to race, religious creed, color, age, sex, sexual orientation, gender identity, national origin, religion, marital or registered domestic partner status, medical condition, disability, genetic characteristics, veteran status, military service, pregnancy, childbirth and related medical conditions, or any other classification protected by federal, state, and local laws and ordinances. Our organization is dedicated to ensuring the fulfillment of this policy with respect to hiring, placement, promotion, transfer, demotion, layoff, termination, recruitment advertising, pay, and other forms of compensation, employee benefits, training, and general treatment during employment. Our commitment to equal opportunity employment applies to all persons involved in the operations of the organization and prohibits unlawful discrimination by any employee of the organization, including supervisors and co-workers, as well as outside third parties, including customers and vendors.

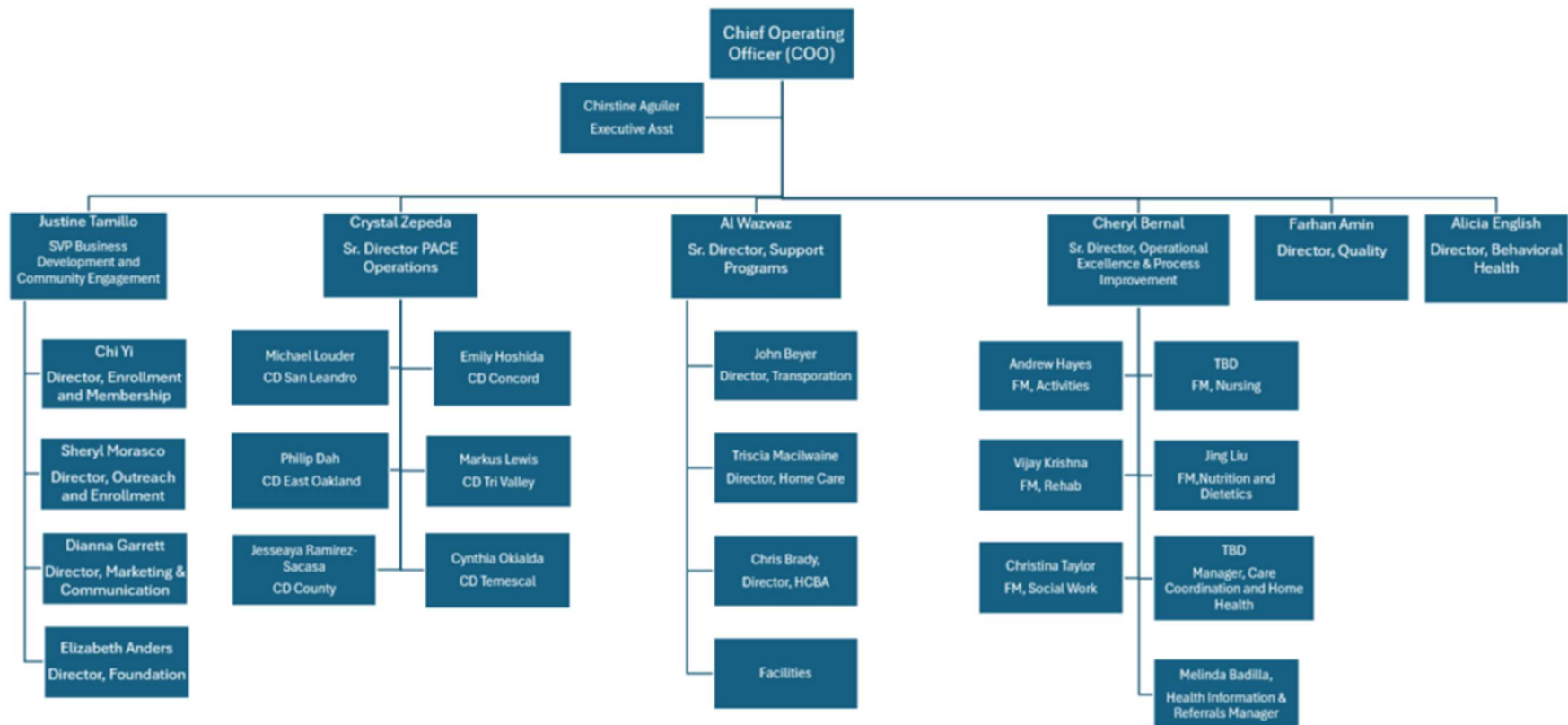
Expected Salary Range: \$266,749 – \$346,775

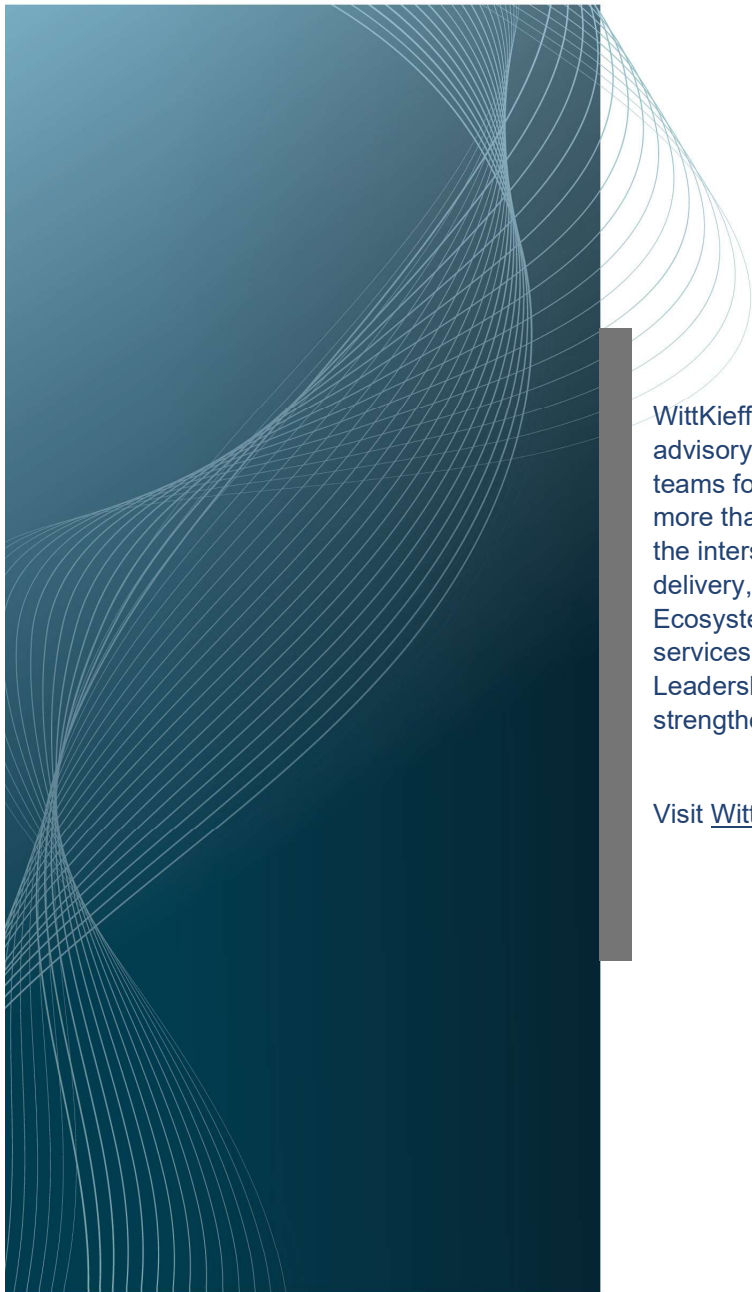
The salary range for this role may vary above or below the posted range. Compensation takes into account several factors including but not limited to a candidate's experience, education, skills, licensure and certifications, department equity, training, and organizational needs. Base pay is just one piece of the total rewards program offered by Center for Elders' Independence. Eligible roles also qualify for a comprehensive benefits package and an annual performance incentive.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Center for Elders' Independence documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Organization Chart





WittKieffer is the premier executive search and advisory firm developing inclusive, impactful leadership teams for organizations that improve quality of life. For more than 50 years, we have operated exclusively at the intersection of not-for-profit and for-profit healthcare delivery, science, and education – the Quality of Life Ecosystem. Through our expert executive search services as well as our Professional Search, Interim Leadership, and Leadership Advisory solutions, we strengthen organizations that make the world better.

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