

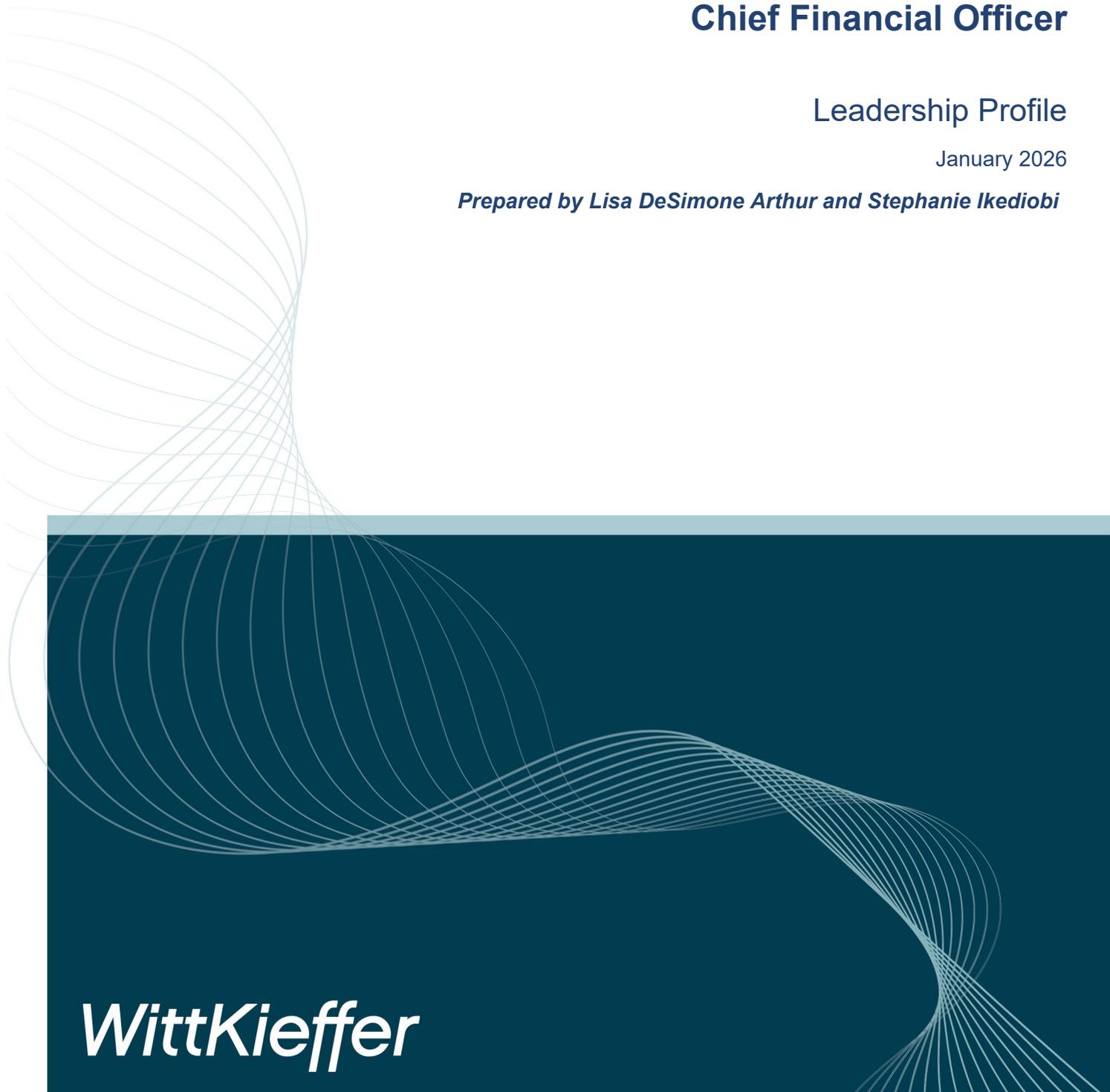


Chief Financial Officer

Leadership Profile

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The Opportunity

Institute on Aging (IOA), based in San Francisco, is one of California's largest community-based nonprofit organizations dedicated to providing comprehensive health, social, and psychological services for aging adults and individuals with disabilities. IOA is seeking a collaborative, strategic, and mission-driven leader to serve as its next Chief Financial Officer (CFO).

Founded in 1985, IOA employs more than 1,100 team members and operates with annual revenues of \$115M with a net income of \$4M plus. Reporting directly to the IOA's CEO (J. Thomas Briody), the CFO will lead all finance and accounting functions, support the organization's strategic and operational objectives, and ensure alignment with IOA's mission, vision, and values. IOA's CFO will also oversee the development of provider capitation and fee-for-service rates for various service categories and payment models.

The CFO will serve as a highly visible and trusted financial advisor to the CEO, IOA's leadership team, and Board. This leader will bring strong integrity, strategic insight, and a mission-first mindset to all finance and accounting matters. They will balance financial sustainability with mission-aligned service delivery, developing a deep understanding of each division's regulatory and operational landscape to ensure thoughtful resource allocation that supports the unique needs of older adults. The ideal candidate will demonstrate strong executive presence, the ability to build trust quickly, and a commitment to coaching, mentoring, and cultivating a culture of accountability. The CFO will respectfully build on the organization's long-standing practices while identifying opportunities to enhance innovation, operational efficiency, and sustainable growth.

The successful candidate will also have experience in organizations that have experienced growth through mergers, acquisitions, and program and service line development. Experience evaluating strategic affiliations, financial modeling, and pro-forma analysis is key for this new leader. The new CFO will ensure that IOA has the capital required to maintain and expand its assets. They will strengthen decision-support capabilities and identify opportunities to enhance financial systems, analytics, and forecasting tools that will enable data-driven decision-making. Additionally, the CFO will develop strong Board relationships and represent IOA with key external constituents, such as auditors, financial advisors, and payers.

Because this role is primarily office-based, candidates must reside in or be willing to relocate to the San Francisco Bay Area.

Organization Overview

Institute on Aging (IOA) is a mission-driven nonprofit delivering aging services through 20+ programs across California. The organization operates a diversified portfolio spanning home-based care, managed care partnerships, dementia services, and emotional and crisis support. Revenue derives from a mix of private pay, Medicare, Medi-Cal, managed care contracts, grants, and philanthropy. IOA maintains a core presence in the San Francisco Bay Area with statewide expansion through primary service line offerings and strategic partnerships.

Mission

Institute on Aging works to enhance the quality of life for adults as they age by enabling them to maintain their health, well-being, independence, and participation in the community. The organization serves a diverse population of older adults and adults with disabilities by providing innovative, community-based programs that support clients in living at home for as long as possible. IOA serves as an essential partner in the continuum of care by delivering health services, social and emotional support, and education and advocacy.

IOA Services

Support at Home and IOA at Home

Home & Community-Based Caregiving

IOA's in-home caregiving program provides personal care, caregiver services, and transitional support that enables older adults to remain safely at home. The program operates across multiple regions (Bay Area and Sacramento/Placer Counties) and payer types, including private pay, Medi-Cal, VA, and partner-funded contracts. Support at Home is a significant driver of earned revenue, workforce scale, and operational complexity. IOA at Home is launching soon in Sacramento and Placer Counties.

Friendship Line

Social Connection & Emotional Support

A nationally recognized, 50+-year-old program addressing social isolation among older adults through 24/7 emotional support, crisis intervention, and scheduled outbound reassurance calls. Services in eight languages are delivered statewide by trained staff, volunteers, and technology-enabled tools, with a call volume of approximately 175,000 calls annually. The Friendship Line plays a critical role in behavioral health support and is backed through public funding, philanthropy, and innovation investments.

Enhanced Care Management

Managed Care & CalAIM

IOA delivers intensive care coordination for high-risk Medi-Cal beneficiaries under California's CalAIM initiative across 18 counties. Services include care transitions, chronic condition management, and integration of medical, behavioral health, and social services through partnerships with managed care plans. This service line operates in a highly regulated environment requiring strong financial controls, compliance infrastructure, and outcomes reporting.

PACE

Integrated Care Partnerships

Through a 25-year joint venture with On Lok, IOA supports the Program of All-Inclusive Care for the Elderly (PACE), delivering coordinated, interdisciplinary care to 300+ frail older adults who qualify for nursing-home-level

care but prefer to remain in the community. PACE involves capitated payment models and significant regulatory oversight, requiring sophisticated financial management and performance monitoring.

Compania

Dementia & Cognitive Health Services

IOA's integrated dementia care platform combines the Enrichment Center (offering respite and cognitive engagement), caregiver education and coaching, personal assistants and lifestyle companions, and dementia-specific homecare services. Enabled by private-pay clients, Medicare reimbursement, and growing provider referrals, Compania is an innovative service line with significant potential to scale, combining clinical excellence with earned revenue and strong brand differentiation.

Service Line	Primary Revenue Model	CFO Considerations
Support at Home	Private pay, VA, Medi-Cal, contracts	Workforce mgmt, multi-payer billing
Friendship Line	Grants, philanthropy, innovation funding	Grant compliance, donor stewardship
ECM/CalAIM	Risk-based managed care contracts with health plans	Regulatory compliance, outcomes reporting
PACE	Capitated payments – Medicare and Medicaid	Joint venture accounting, rate negotiation
Compania	Private pay, VA, philanthropic support, and grants	Scaling investment, margin optimization

Beyond its primary service lines, IOA operates a portfolio of smaller programs that extend its reach and reinforce its community presence. These include Aging and Disability Resource Centers (ADRCs) providing benefits navigation, Community-Based Adult Services (CBAS) assessments for the San Francisco Health Plan, clinical consultation to external care management teams, elder abuse prevention education and advocacy, supportive housing partnerships, and grant-funded caregiver respite services. While individually modest in scale, these programs are typically contract- or grant-funded, contribute to IOA's reputation as a comprehensive aging services provider, and often serve as referral pathways into larger service lines.

For more information, visit <http://ioaging.org>.

Position Summary

The Institute on Aging seeks a distinguished leader to assume the role of CFO, serving as the principal advisor to the CEO on all financial matters. The CFO is responsible for ensuring the organization's financial stability by applying robust business practices in compliance with regulatory requirements, grantor and funder standards, internal controls, and strategic objectives.

In this capacity, the CFO provides strategic oversight of the Institute on Aging's financial and accounting functions, ensuring resources are effectively aligned with the organization's mission to develop innovative care models for seniors and designated populations.

This is an opportune moment to join the Institute on Aging, as the organization pursues an ambitious agenda to advance its impact within the field of aging services. The CFO will play an integral role in guiding this vision, upholding high standards of fiscal responsibility and operational excellence, and supporting the Institute's ongoing growth and strategic direction.

Reporting Relationships

Reporting to the CEO, J. Thomas Briody, direct reports include:

- Vice President of Finance & Procurement
- Vice President, Controller
- Director of Contracts

Responsibilities

The successful Chief Financial Officer candidate will:

- Provide strategic and operational leadership across all financial, accounting, procurement, contract, and administrative functions. Lead and develop senior functional heads, ensure strong internal controls and fiscal discipline, and cultivate high-performing teams that support organizational excellence.
- Steward the Institute's financial health by directing long-range financial planning, consolidated budget development, capital planning, cash-flow management, and endowment and reserve oversight. Ensure transparent reporting, timely forecasting, and financial practices that sustain mission delivery and long-term organizational stability.
- Lead the preparation, analysis, and dissemination of annual budgets, business plans, monthly financial statements, budget-to-actual analyses, and year-end financial reports. Present financial performance to the CEO, Finance Committee, and Board of Directors, ensuring clarity, accuracy, and strategic insight.
- Oversee internal and external audits, ensuring timely and accurate completion of annual fiscal audits and related financial submissions. Direct the development and enforcement of financial policies, procedures, internal controls, and risk-management processes across divisions.
- Advise the CEO, Board, and executive leadership on financial strategy, organizational risks and opportunities, and the economic implications of service lines and internal programs. Partner with operational leaders to assess business performance, address support needs, and ensure alignment of operational, clinical, and financial priorities.
- Manage investment and endowment portfolios, recommend and administer investment policies, and maintain reliable liquidity and cash-flow projection systems that support operational requirements and financial sustainability.

- Administer fiscal oversight of grant-funded initiatives and programs, ensuring transparency, compliance, prudent risk management, and accurate accounting. Oversee fiduciary services responsible for managing client assets and associated tax reserves.
- Secure and maintain comprehensive and cost-effective insurance coverage for all Institute on Aging programs, services, and property, and ensure proactive management of organizational risk exposure.
- Cultivate productive, credible relationships with key funders and their senior finance teams. Promote partnership-oriented approaches aligned with the Institute's culture and seek mutually beneficial solutions in external collaborations.
- Collaborate with executive leadership to shape and implement short, medium, and long-term organizational strategies. Ensure business plans, resource allocation decisions, and financial policies align with institutional objectives and operational effectiveness.

Goals and Objectives

The CFO must demonstrate meaningful progress within the first 18 to 24 months of their tenure. The following goals and objectives have been identified as priorities for this position and are not listed in order of priority:

Leadership and Culture

- Become a respected and highly visible leader within IOA and establish oneself as a trusted advisor to the CEO, leadership team, and Boards on all finance and risk-management matters. The CFO will be recognized as a mission-driven, innovative, and ethical leader within the organization and with external partners.
- Collaborate across the organization to balance financial sustainability with mission-driven service delivery, ensuring decisions honor both margin and mission in support of high-quality care for older adults.
- Develop a deep understanding of the operational and regulatory nuances of each division, ensuring financial strategies and resource allocation align with the unique needs and mission of each service line.
- Demonstrate strong influence and executive presence, building trust across divisions, learning organizational dynamics quickly, and motivating leaders through credibility and partnership.
- Display a track record of success in mentoring, developing, coaching, teaching, and inspiring others, cultivating a culture of accountability.
- Thoughtfully reconsider long-standing practices, fostering openness to new approaches in a traditional environment, and coach teams toward efficient and sustainable ways of operating.

Strategy and Vision

- Bring demonstrated experience in both mergers and acquisitions as well as organic growth, applying disciplined financial planning, analysis, and integration capabilities to advance organizational objectives.
- Partner with the CEO and leadership team in the identification of opportunities for strategic affiliations and partnerships and serve as a financial advisor in the evaluation of different strategies and objectives.
- Conduct pro forma financial analysis and financial reviews regarding any potential new programs or lines of business.
- Assess the organization's current financial and capital needs, ensuring adequate resources to continually maintain current assets.

Financial Leadership and Operations Finance Support

- Lead the financial strategy and operational scaling required for growth within a larger and more complex multi-service organization, ensuring systems and structures can support long-term expansion.
- Improve accountability and transparency by providing leaders with timely, relevant, and actionable financial information, and by helping them develop the capability to use data to drive performance.
- Strengthen the organization's decision-support capabilities by building the financial infrastructure, analytics, and forecasting tools necessary to guide strategic and data-driven decision-making.
- Promote a culture of data-driven decision-making, ensuring that accurate insights guide resource allocation, quality initiatives, operational improvements, and strategic priorities.

Board and External Leadership

- Serve as a visible, confident, and steady leader with strong Board engagement skills, maintaining productive relationships, especially with the Finance Chair, and effectively partnering with both the CEO and the Board.
- Represent IOA to key external contacts, including auditors, financial advisors, and payers.
- Remain visible as a leader in advocacy organizations, establishing productive relationships with governmental agencies, community partners, and professional associations.

Candidate Qualifications

Education/Certification

- Bachelor's degree in business, finance, or related field is required.
- Master's Business Administration strongly preferred.
- Working knowledge of GAAP.

Knowledge and Work Experience

- Ten or more years of demonstrated success with increasing responsibility in financial accounting in private industry, nonprofit, managed care, or health care financial environments.
- Ten or more years of management experience, demonstrating success in building and leading high-performance finance/accounting teams.
- Preferred knowledge of state and federal regulatory guidelines within a managed care environment, such as Medi-Cal and Medicare.
- Demonstrated ability to analyze complex issues, make sound decisions, and manage multiple high-priority projects simultaneously in an environment with strict deadlines and competing demands.
- Deep mastery of financial stewardship, operational leadership, and investment oversight, with strong financial acumen serving as the essential foundation for success in this role.
- Advanced proficiency in budget development, accounting, forecasting, capital planning, and long-range financial modeling.
- Proven operational leadership experience overseeing complex, multi-disciplinary administrative functions, with the capacity to drive organizational alignment, operational excellence, and enterprise-wide effectiveness at scale.
- Exceptional analytical rigor and organizational discipline, paired with strong attention to detail and follow-through.
- Experience with endowment or trust management, including familiarity with investment governance practices and oversight.
- Skilled in navigating government funding mechanisms and regulatory requirements, ensuring sound cash-flow management and long-term financial stability.

Leadership Skills and Competencies

- Demonstrates exceptional strategic financial leadership, with a record of elevating finance functions, strengthening organizational effectiveness, and driving programmatic impact within complex, mission, and matrixed environments.
- Upholds the highest standards of integrity, ethics, and fiduciary responsibility, exercising sound judgment, maintaining strict confidentiality, and modeling professionalism across all finance, audit, and compliance activities.

- Communicates financial insights with clarity, influence, and credibility, tailoring complex analyses to varied audiences—including the CEO, executive leadership, the Board of Directors, and funders—and presenting with confidence on organizational performance, risks, and opportunities.
- Navigates politically complex and highly regulated environments with maturity and political acuity, aligning stakeholders, balancing competing priorities, and forging consensus around resource allocation, financial strategies, and organizational tradeoffs.
- Brings advanced financial acumen and analytical rigor, including sophisticated negotiation capability, strong business judgment, and the ability to evaluate complex financial models, capital decisions, healthcare economics, and long-term sustainability scenarios.
- Leads collaboratively with a people-centered and transparent executive style, fostering trust across teams, empowering leaders, delegating effectively, and engaging in open, respectful dialogue to challenge assumptions and strengthen decision-making at the executive table.
- Exhibits strong personal discipline, organization, and intellectual agility, operating with a sense of urgency, quickly assimilating information, and driving timely, evidence-based decisions in dynamic environments.
- Champions innovation in financial systems, processes, and controls, thoughtfully questioning long-standing practices and introducing efficient, compliant, and scalable approaches that strengthen financial stewardship and operational performance.
- Demonstrates deep commitment to mission-aligned financial leadership, including passion for serving seniors and adults with disabilities and appreciation for the role of philanthropy and diversified funding in sustaining essential programs.
- Engages effectively with the Board of Directors and finance-related committees, presenting complex financial matters with clarity, supporting governance responsibilities, and building confidence through transparency and accuracy.

The Community

San Francisco, California

San Francisco is the heart of the Bay Area, a nine-county major metropolitan complex with a population of more than seven million, making it the eighth-largest market in the nation. The San Francisco Bay Area is one of the world's leading regional economies and centers for international commerce, with an industrial base composed of thousands of technologies and professional services firms, regional and international airports, and seaports. San Francisco's entrepreneurial and innovative spirit permeates the commercial centers where leading Internet and multimedia products are being developed every day. San Francisco is one of the world's most famous cities, with a population of over 885,000 residents.



Innovation and Technology: The city's proximity to Silicon Valley means access to technology innovators, facilitating connections with nonprofits to harness tech solutions and digital tools for social impact.

Natural Beauty and Inspiration: San Francisco's stunning natural surroundings, including the Golden Gate Bridge and the Marin Headlands, can provide inspiration for your nonprofit's mission and help engage supporters.

Further information on San Francisco may be found at:

www.sfchamber.com

www.sfgate.com

www.sfvisitor.org

Procedure for Candidacy

Please direct all nominations and applications to Lisa DeSimone Arthur and Stephanie Ikediobi, preferably via e-mail, at sikediobi@wittkieffer.com or through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

Expected Salary Range: \$350,000 – \$400,000, plus 20-25% performance incentive

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.

Institute on Aging values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status, or any other status protected by law.

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 Institute on Aging 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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