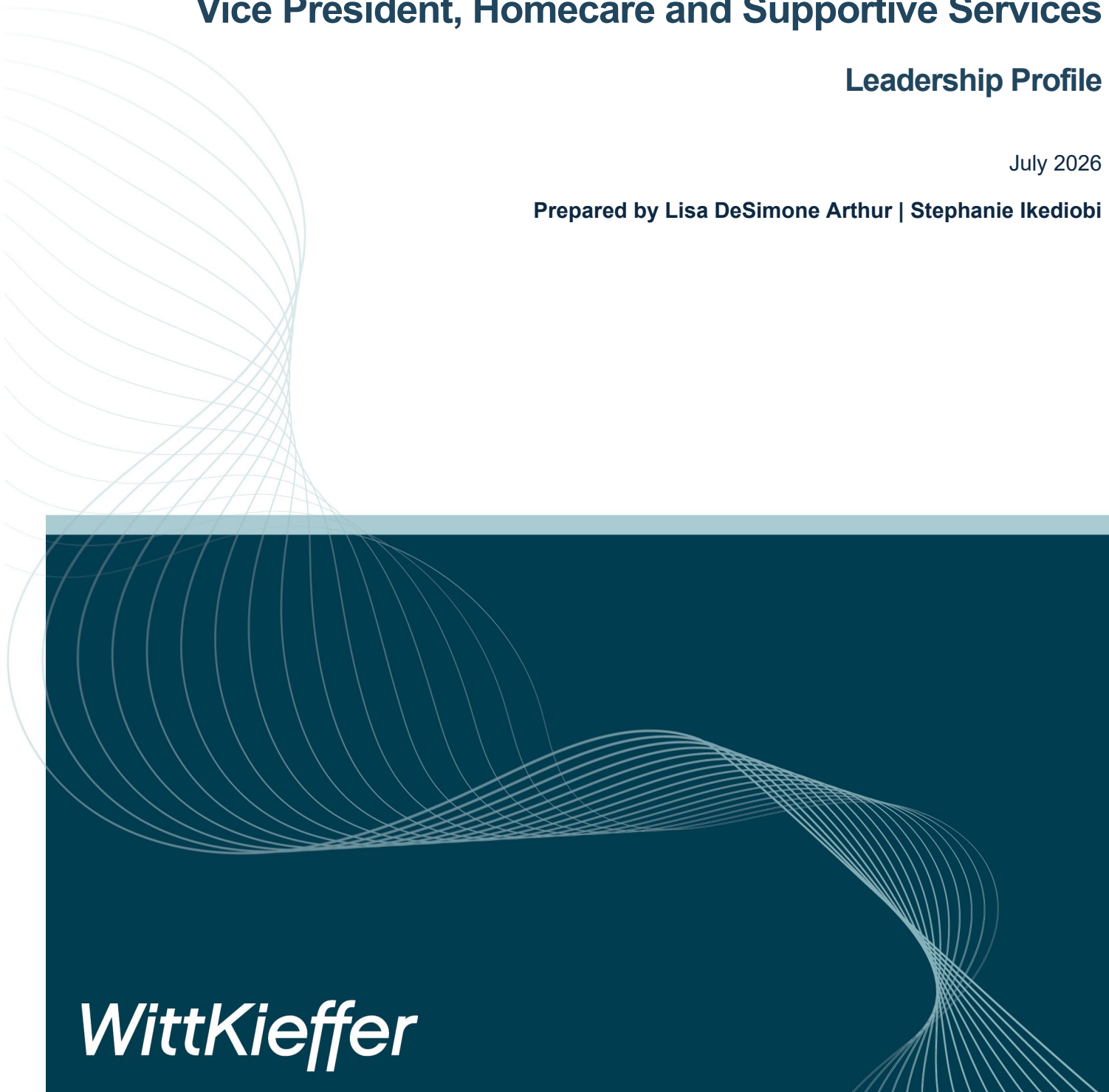


Vice President, Homecare and Supportive Services

Leadership Profile

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The Opportunity

Institute on Aging (IOA) seeks an accomplished and growth-oriented home care executive to serve as its Vice President, Home Care and Supportive Services. Reporting to the Chief Operating Officer, the Vice President will lead IOA's Home Care and Care Management division, a growing \$20+ million business serving clients throughout the San Francisco Bay Area and, since February 2026, Sacramento and Placer Counties.

IOA is one of California's most respected and recognized organizations serving older adults and adults with disabilities. Its mission, reputation, breadth of services, and long history of innovation draw exceptional leaders who want to make a meaningful difference while building the future of aging services. The opportunity to join IOA is itself a powerful differentiator, and this role offers the chance to build on that foundation while shaping the next chapter of one of the organization's most important service lines.

This is much more than an operations role. IOA is seeking a business builder who leads through quality - someone with deep home care experience who has personally grown a successful business, expanded into new markets, built strong referral networks, developed leaders, and created a culture that attracts and retains both clients and exceptional caregivers.

At IOA, exceptional quality is the growth strategy. The organization believes that outstanding client experiences, workforce excellence, and person-centered care drive referrals, retention, reputation, and sustainable financial performance. The successful candidate will understand that quality and growth are not competing priorities; they are inseparable.

The Vice President will build on a strong operating platform and recent geographic expansion to grow Home Care and Care Management across California. The leader will identify and pursue opportunities for market expansion, service innovation, strategic partnerships, and acquisitions while preserving the values, culture, and commitment to whole-person care that make IOA distinctive.

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, education, and advocacy.

IOA Services

Support at Home and IOA at Home

IOA's in-home caregiving programs provide personal care, caregiver services, and transitional support that enable older adults to remain safely at home. The programs operate across the Bay Area, Sacramento, and Placer Counties and serve clients through private pay, VA, and partner-funded arrangements. Support at Home is a significant driver of earned revenue, workforce scale, and operational complexity. IOA at Home launched in Sacramento and Placer Counties in February 2026, creating an important platform for continued growth across California.

Friendship Line

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

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

Through a 25-year partnership 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

IOA's integrated dementia care platform combines the Enrichment Center, caregiver education and coaching, personal assistants and lifestyle companions, and dementia-specific home care services. Compania is an

innovative service line with significant potential to scale, combining clinical excellence, strong referral relationships, and meaningful brand differentiation.

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), Community-Based Adult Services (CBAS) assessments, clinical consultation, elder abuse prevention education and advocacy, supportive housing partnerships, and caregiver respite services. Together, these programs reinforce IOA's reputation as a comprehensive aging services provider and create important pathways across the organization's continuum of care.

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

Position Summary

The Vice President of Home Care and Supportive Services provides strategic, growth, operational, financial, workforce, and quality leadership for IOA's Home Care and Care Management service lines. This executive will lead a growing \$20+ million division serving clients across multiple Bay Area counties and Sacramento and Placer Counties, with a strategic mandate to expand across California and into other markets where IOA can have a meaningful impact.

The successful candidate will be an entrepreneurial home care executive with a demonstrated record of building and scaling private-pay or other high-touch home care services. Deep home care experience is essential. Complementary experience in home health or hospice may be valuable, particularly where it includes strong referral development, multi-market growth, and service to clients and care partners who expect an exceptional experience.

The Vice President will grow the business through geographic expansion, strategic partnerships, service innovation, acquisitions where appropriate, operational excellence, and workforce development. The leader will oversee non-medical home care and care management and will collaborate across IOA to deliver integrated, person-centered solutions for older adults and their care partners.

At IOA, exceptional quality is the growth strategy. The Vice President will lead with the understanding that client experience, workforce excellence, and quality outcomes are the primary drivers of referrals, retention, reputation, and sustainable business results.

Reporting Relationships

The Vice President reports to the Chief Operating Officer.

Direct reports include senior operational and functional leaders across Home Care and Care Management including the Directors of the Bay Area and Sacramento regions.

Responsibilities

The successful Vice President, Homecare and Supportive Services candidate will:

- Build and execute a growth strategy for IOA's Home Care and Care Management division, with clear plans for revenue growth, client acquisition, geographic expansion, referral development, and long-term sustainability.
- Lead a \$20+ million multi-market business with full accountability for growth, profitability, quality, workforce performance, client experience, and operational results.
- Expand IOA's presence across California by evaluating and pursuing new markets, partnerships, acquisitions, and service line opportunities that align with the organization's mission and strengths.
- Strengthen and diversify referral and payor relationships with healthcare systems, senior living communities, fiduciaries, attorneys, discharge planners, physicians, and other influential community partners.
- Champion the belief that exceptional quality is the growth strategy by connecting client experience, caregiver excellence, service reliability, and clinical and operational quality to referrals, retention, and financial performance.
- Build, recruit, develop, and retain high-performing leaders, care managers, caregivers, and professional staff while creating a culture of respect, accountability, learning, collaboration, and professional growth.

- Develop future leaders and build a strong leadership pipeline capable of supporting rapid growth and additional markets.
- Ensure caregivers and care management professionals have the training, tools, supervision, and support required to deliver exceptional, person-centered service.
- Provide disciplined financial leadership, including budgeting, forecasting, pricing, margin management, resource allocation, and P&L accountability.
- Use data and performance metrics to drive decisions and monitor revenue, census, referrals, retention, workforce engagement, quality, client satisfaction, productivity, and profitability.
- Ensure regulatory, licensing, contractual, safety, and quality requirements are consistently met across all markets and service lines.
- Work collaboratively across IOA, including with Quality & Performance Excellence, Finance, People, Marketing and Growth Strategy, Technology, PACE, Community Living, Compania, and the Friendship Line, to create an integrated and differentiated experience for clients and care partners.

Goals and Objectives

The following priorities will guide the Vice President's work:

Strategic Leadership, Growth & Market Expansion

- Develop and execute a multi-year growth strategy for private-pay home care and care management across California.
- Accelerate revenue and census growth while protecting quality, client experience, workforce stability, and profitability.
- Build strong referral channels and strategic partnerships that position IOA as a preferred provider for high-touch home care and care management services.
- Evaluate opportunities for new markets, acquisitions, partnerships, and service innovation using clear strategic and financial criteria.

Quality, Workforce Excellence & Person-Centered Care

- Translate IOA's person-centered, whole-person philosophy into a consistent and differentiated client and care partner experience.
- Partner with IOA's Quality & Performance Excellence team to establish evidence-based practices, scalable workflows, strong quality measures, and a culture of continuous improvement.
- Strengthen recruitment, retention, engagement, training, and leadership development so that IOA is recognized as both a provider and employer of choice.
- Create clear accountability for safety, service reliability, client satisfaction, workforce experience, and quality outcomes across every market.

Workforce Leadership & Employee Engagement

- Build and sustain a high-performing workforce through recruitment, retention, training, and leadership development.
- Position IOA as an employer of choice by creating a culture of respect, support, accountability, and professional growth.
- Ensure caregivers, care managers, and leaders have the tools, training, and support necessary to deliver exceptional service.
- Develop and mentor leaders throughout the division, creating a strong pipeline of future talent.
- Monitor workforce performance through engagement, retention, productivity, and employee satisfaction metrics.

Financial & Operational Leadership

- Deliver sustainable financial performance through disciplined budgeting, forecasting, pricing, productivity, and margin management.
- Use timely, meaningful data to identify opportunities, address performance gaps, and support rapid, informed decision-making.

- Build scalable operating systems and leadership structures that can support continued geographic and programmatic growth.

Candidate Qualifications

Education/Certification

- Master's degree in healthcare administration, business administration, social work, public health, or a related field preferred.

Knowledge and Work Experience

- A minimum of 10 years of progressive leadership experience, including deep executive-level experience in home care. Experience in private-pay or another high-touch home care model is strongly preferred.
- A compelling record of personally building and growing a home care business, including measurable revenue growth, market expansion, referral development, service innovation, and improved financial performance.
- Complementary experience in home health or hospice is welcome, particularly when paired with substantial home care leadership and growth experience.
- Experience leading multi-site or multi-market operations through growth, change, and increasing complexity.
- Demonstrated success improving quality, client satisfaction, workforce engagement, retention, and operational performance while scaling services.
- Strong business development and relationship-building skills, including experience cultivating professional referral sources and serving clients and care partners with high expectations for service.
- Strong financial acumen, including P&L responsibility, budgeting, scenario planning/forecasting, pricing, margin management, and data-driven performance oversight.
- A demonstrated commitment to servant leadership, mentorship, leadership development, and building high-performing teams and organizational culture.
- Experience leading multidisciplinary teams that include operations, care management, caregivers, and other professional service staff.
- A deep commitment to person-centered care, workforce excellence, collaboration, and IOA's mission.

Leadership Skills and Competencies

- **Home Care Business Building:** Has personally built and scaled a successful home care business and can clearly articulate the results achieved, the markets entered, and the referral channels developed.
- **Strategic Growth and Market Expansion:** Translates vision into disciplined growth strategies, evaluates opportunities thoughtfully, and successfully enters and scales new markets.
- **Quality as a Growth Strategy:** Understands that exceptional quality, client experience, workforce excellence, and business performance reinforce one another.
- **Business Development and Partnership Building:** Builds trusted referral networks and strategic partnerships that increase client acquisition, strengthen reputation, and create sustainable growth.
- **Financial Acumen and Operational Excellence:** Uses financial and operational insight to improve performance, optimize resources, and achieve growth and profitability goals.

- **Workforce and Culture Leadership:** Builds an environment where talented people want to join, stay, grow, and deliver exceptional service.
- **Leadership Development and Mentorship:** Develops leaders at every level and creates a strong pipeline of talent to support growth and succession.
- **Collaboration and Relationship Management:** Works effectively across a complex, mission-driven organization and builds strong relationships with colleagues, clients, care partners, and community stakeholders.
- **Integrity, Humility, and Accountability:** Leads with authenticity, curiosity, resilience, sound judgment, and a genuine commitment to IOA's mission and values.

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 city's commercial centers, where leading Internet and multimedia products are 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 inspire your nonprofit's mission and engage supporters.

Further information on San Francisco may be found at:

www.sfchamber.com

www.sfgate.com

Procedure for Candidacy

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

Expected Salary Range: \$200,000 – \$250,000, plus eligibility for an annual bonus.

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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