

Project Open Hand

Vice President of Operations

The leading food and nutrition services nonprofit in the country seeks a strategic and process-minded leader to prepare the organization for rapid growth and develop a performance-driven culture, enabling Project Open Hand to meet and exceed its objectives.

Founded in 1985, [Project Open Hand](#) (POH) provides meals with love to critically ill neighbors and seniors. What began as a grassroots effort, POH has grown and evolved into a sophisticated, outcomes-based and client-centered partner in the public health and medical arenas. Every day, POH prepares 2,500 medically-tailored nutritious meals and provide 200 bags of healthy groceries to help sustain their clients in San Francisco and Alameda Counties. Their food helps clients recover from illness, get stronger and lead healthier lives. POH also provides daily warm, nutritious meals for seniors and adults with disabilities fighting hunger at 23 sites around San Francisco. Project Open Hand's vision is that no one who is sick or elderly in the community will go without nutritious meals.

Project Open Hand is a founding partner of the Food Is Medicine Coalition (FIMC), a national association of nonprofit, medically-tailored nutrition services providers whose purpose is to advance public policy that supports access to food and nutrition services for people with severe and/or chronic illnesses. The FIMC promotes research on the efficacy of food and nutrition services on health outcomes and cost of care, and sharing best practices in the provision of medically-tailored meals of nutrition education and counseling. In June 2017, Governor Brown signed a bill providing \$6 million for a three-year pilot project supporting the FIMC that includes POH and other likeminded nonprofits in California, to demonstrate that providing medically-tailored food for chronically ill Medi-Cal patients will save millions in healthcare costs. POH has partnered with UCSF on the Food=Medicine pilot study to track the health benefits associated with Food as Medicine, and Zuckerberg SF General Hospital on the growing problem of food insecurity and its relation to chronic disease.

With operations in San Francisco's Tenderloin neighborhood (housing administration, the kitchen, warehouse, grocery, client intake and services), 23 community dining sites throughout San Francisco and Oakland (housing grocery, client intake and services), POH employs a tireless and results-driven team of 120 and relies on the generosity of nearly 125 volunteers each day. The current operating budget is \$12.8MM.

With the goal to radically grow to serve the community in need and become a leader in "food is medicine," POH is looking to bolster its leadership team with a mission-driven, strategic, process-minded, roll-up-your-sleeves leader to scale the organization and develop a performance-driven culture among a group of diverse, talented individuals so that POH can meet its strategic objectives.

BASIC FUNCTION

The VP of Operations will be a leader who enables others at POH to deliver measurable, cost-effective results that make the vision of serving more clients a reality. The VP will have the skills, sensitivity, and confidence to tap into the power that each member of the team brings to this mission. While it is essential that the VP bring efficient and effective systems to increase the productivity of the organization, it is also critical that the team retain the creative spark that drives the POH concept.

Reporting to the Chief Executive Officer, the VP of Operations will have the operational support responsibility for all Project Open Hand programs. Working closely with the VPs of Development, Finance, Human Resources and Programs, the VP will have direct oversight for Executive Chef and Food Production, Purchasing and Receiving, Nutrition Services, Building Operations, Tenant Relations, Facilities and IT. The VP will serve as liaison to Project Open Hand's operating partners and keep the CEO apprised of operating strategies and challenges.

RESPONSIBILITIES

Operational Leadership:

- Develop broad and deep knowledge of all aspects of POH, and provide strategic and operational counsel to ensure process efficiency and effectiveness.
- Coach, develop, and retain Project Open Hand's high-performance senior management team with an emphasis on developing capacity in strategic analysis and planning and program budgeting.
- Partnering with the CEO and the leadership team, develop, implement and manage the operational aspects of the annual budget; report accurately on progress made and challenges encountered.
- With the VP Finance, ensure the continued financial viability of Project Open Hand's operational units through sound fiscal management.
- Identify opportunities for Project Open Hand to operate in an efficient, client-centric, cost-effective manner that eliminates redundancies; leverage cross-program strengths to take advantage of new opportunities and/or to address organizational challenges.
- Review, establish and communicate operational processes for administrative and operations staff.
- Evaluate and establish food production and distribution processes to support growth and efficiencies; develop procedures so that kitchen equipment is proactively maintained and purchased.
- Work with architects, space planners, city officials and others in determining the feasibility of future construction projects.

Strategic Plan Implementation:

- Provide programmatic and production leadership and input for strategic plan implementation processes with the CEO and staff; assist in developing roadmaps to

ensure that teams understand their objectives and own the actions needed to achieve same; provide counsel and coaching along the way in order to proactively address challenges or roadblocks.

- Develop and implement a system for tracking and reporting the operational aspects of the strategic plan implementation.
- Assume an overarching view of POH and the internal and external reporting needs in order to capture, share and report relevant data; shepherd new Salesforce implementation and ensure staff is well-trained and understand their roles in its effective use.

External Relations:

- Publicly represent Project Open Hand with the media and external constituency groups including community, governmental, and private organizations and build excitement for Project Open Hand's mission.
- Partner with VP of Development and HR & Volunteer Services to ensure that POH is an active and visible participant in local events, and that events are properly resourced (staff, volunteers, logistics, rentals, swag, etc.).
- Identify and develop strategic external collaborations and partnerships in production, distribution and programs.

IDEAL EXPERIENCE

- Minimum BS/BA degree with at least 10 years of experience and a track record in senior management. MPH, MPA or MBA preferred.
- Track record of effectively leading a complex direct service organization with the ability to leverage strengths across program areas; coach, manage and develop high-performance teams to develop and implement program strategies; unwavering commitment to quality programs and data-driven program evaluation; excellent project management skills.
- Deep experience in program budgeting and fiscal management.
- Analytic and decisive decision maker who can prioritize and communicate to staff key objectives and tactics necessary to achieve organizational goals.
- Ability to point to specific examples of having led organizational transformation projects and program development.
- Strong written and verbal communication skills; a persuasive and passionate communicator with excellent public speaking skills; A good listener and strategist; comfortable receiving input from many sources, and able to analyze and formulate disparate information into a sound, well-organized plan.

- Action-oriented, entrepreneurial, flexible, and innovative approach to team building and operational management.
- Passion, humility, integrity, positive attitude, mission-driven, self-directed, and good sense of humor.

For additional information, please contact:

Lisa Grossman

(650) 323-3565 or lisag@moppenheim.com

m/Oppenheim Associates

425 Market Street, Suite 1020

San Francisco, CA 94105

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July 2017