



President and Chief Executive Officer
The Arnold P. Gold Foundation
Englewood Cliffs, New Jersey

THE SEARCH

The Arnold P. Gold Foundation (Gold Foundation), the nation's premier advocate for humanism in healthcare, invites applications and nominations for the role of President and Chief Executive Officer (President).

Founded in 1988, the Gold Foundation works with healthcare professionals to ensure that compassion, respect, and empathy are at the core of all healthcare team and patient interactions – in essence, *Keeping Healthcare Human*. With the myriad challenges facing our healthcare system, including patient disconnection and clinician burnout, the Gold Foundation's vision of a better future remains more urgent than ever. The Gold Foundation has had a remarkable impact on healthcare education and clinical practice through innovative education and training programs, awards, and ceremonies in medical and nursing schools, healthcare facilities, and professional societies. The Gold Foundation strengthens the commitment of current and future healthcare professionals to value and provide compassionate, patient-centered care. Through its work over the past three decades, the Gold Foundation has earned a reputation as a pioneering leader and catalyst for humanism in medicine, as well as a respected developer of programs for healthcare providers.

Following the successful tenure of Dr. Arnold P. Gold, the inaugural Board Chair, and Dr. Sandra Gold, inaugural President, the organization selected Dr. Richard Levin, the former dean of the McGill School of Medicine, to be its next leader. Over the past ten years, the Gold Foundation has become a widely recognized leader for its efforts to further humanism in healthcare. During Dr. Levin's tenure, the Gold Foundation significantly increased membership opportunities and revenue. This next transition in leadership affords the new President an opportunity to build on the momentum created by current and past leadership and guide the organization to achieve sustainable levels of success and impact on a national and an international scale. The new President will be committed to and passionate about advancing the mission of humanism in healthcare and will activate that passion to secure the necessary resources to strengthen and grow the Gold Foundation and its impact in the years to come.

Key areas of interest include increasing the impact and visibility of the Gold Foundation at the national and international levels, accelerating the transition to a membership- and service-based organization, and raising the national and global visibility and brand recognition of the organization. The President will inspire, energize, and engage the board, staff, members, supporters, healthcare professionals, and other stakeholders to help the Gold Foundation realize its mission. Ideal candidates will have an advanced degree and be an innovative leader experienced in or intimately familiar with healthcare, be a respected and well-known thought leader in their field, and be skilled in all customary organizational and executive functions.

The Gold Foundation has retained Isaacson, Miller to assist in this important recruitment. All inquiries, applications, and nominations should be directed to the search firm as indicated at the end of this document.

THE ARNOLD P. GOLD FOUNDATION

As the premier advocate for humanism in healthcare, the Gold Foundation strives to ensure that the culture of healthcare fosters respectful and compassionate relationships with patients and across the healthcare team. The inspiration for the Gold Foundation derived from Dr. Arnold P. Gold, a revered physician, teacher, and mentor. Concerned about maintaining medicine's tradition of compassionate and holistic care in the face of burgeoning scientific discoveries, advances in technology, and healthcare reform, Dr. Gold's vision placed people and relationships at the center of every healthcare interaction. At that time, physician trainees were scientifically proficient and technically well-trained, but often demonstrated a sad lack of caring and compassion. Dr. Gold realized that doctors must acquire the "habit of humanism" in order to provide exemplary patient care and contribute to high quality outcomes.

Drs. Arnold P. and Sandra Gold and a dedicated group of Columbia University College of Physicians and Surgeons colleagues, medical educators, and community leaders established the Gold Foundation in the fall of 1988 with the power of an idea – to nurture and preserve the tradition of the caring physician. "Humanism in medicine," as developed through the work of the Gold Foundation, describes relationships between physicians and their patients that are respectful and compassionate. It is reflected in attitudes and behaviors that are sensitive to the values, autonomy, cultural, and ethnic backgrounds of others.

The Gold Foundation champions humanism in healthcare, a vast undertaking that aspires to set a new standard of care for the greater good of all patients and practitioners – a standard centered on providing compassionate, collaborative, and scientifically excellent care. This Gold standard of care embraces all and targets barriers to such care. The Gold Foundation empowers experts, learners, and leaders to partner together to create systems and cultures that support humanistic care for all.

Specifically, the Gold Foundation strengthens humanism in healthcare by:

1. Setting Standards – recognizing and celebrating humanism across healthcare.
2. Sparking Action – supporting innovation and creating tools and events to empower more people to elevate humanism in healthcare and build an equitable system.
3. Building Community – bringing together diverse students, clinicians, healthcare leaders, and advocates to support each other in amplifying humanism in healthcare

For more than three decades, the Gold Foundation has worked to instill humanistic values and behaviors into healthcare education from the first day of school through the last day of training, and on into everyday practice. While initially focused on the medical profession, the Gold Foundation has since broadened its reach to include nurses and the entire healthcare team. In partnership with healthcare professional schools and teaching hospitals, the Gold Foundation seeks to spread the habit of humanism across the healthcare continuum by establishing clear expectations and standards early in the educational process, by identifying, rewarding, and promoting exemplary role models and mentors, and by providing experiences and opportunities for healthcare professionals to understand the patient perspective and reflect on their roles as caregivers. The Gold Foundation has established one or more programs at over 99 percent of allopathic medical schools, 65 percent of osteopathic medical schools, and more than 450 nursing schools in the U.S., and at medical schools in 19 other countries. In addition, the Foundation's reach is expanding into hospitals and healthcare systems as well as the healthcare corporate sector. In light of the COVID pandemic and the heightened national awareness of structural racism, the Gold Foundation has increased its focus on anti-racism, addressing the social determinants of health and promoting clinician wellbeing as essential features of humanism in healthcare.

Strategic Plan

The current 2021-2023 strategic plan articulates four key goals:

1. Diversify and enhance revenue streams to reduce the Gold Foundation's dependence on any single funding source and ensure the sustainability and growth of the organization, thereby advancing its mission.
2. Spark action to advance humanism in healthcare – the Gold Foundation encourages and empowers others to make a direct impact on healthcare through systemic change, anti-racist policies, innovations in care, supportive mentoring, and local and national gatherings.
3. Grow the Gold Foundation community and reach – in response to the increasing emphasis on and rising demand for humanistic healthcare, the Gold Foundation is extending its efforts to further embrace nursing and to increase its influence in hospitals and healthcare systems.

4. Measure the Gold Foundation's impact – given the critical importance of data, both for informing its efforts and for persuading others of the great power of humanism, the Gold Foundation will focus on assessing and tracking programmatic impact and learning from the Gold Foundation community.

Gold Foundation Councils

As part of its strategic effort to achieve sustainability, the Gold Foundation is transitioning to a primarily membership- and service-based organization. To date, the Gold Foundation has made great strides increasing annual membership revenue from the Gold Corporate Council and the Gold Partners Council. Membership revenue currently accounts for roughly half of total revenue and continuing to expand this revenue source is key to future sustainability.

Gold Corporate Council

Formed in 2017, the [Gold Corporate Council](#) is composed of healthcare companies that collaborate with and support efforts to further the Gold Foundation's mission to elevate humanism in healthcare. The Council represents some of the world's foremost healthcare companies as well as a diversity of businesses within healthcare. Members have committed to facilitating the expansion of humanism in healthcare deeper within their organizations, including the adoption of humanistic policies and procedures. Members also partner with the Gold Foundation to impact change across the broader community.

Gold Partners Council

Members of the [Gold Partners Council](#) are medical schools and healthcare provider organizations that are leaders in the humanism in healthcare movement. Council members demonstrate to both staff and patients cared for by their organization that the organization recognizes that optimal care must be compassionate, collaborative, and scientifically excellent. There are three tiers of paid membership, and depending on the tier selected, members receive varying access to a variety of Gold Foundation programs and resources.

Gold Foundation Signature Programs

The Gold Foundation offers opportunities for healthcare professionals, from their earliest days as students through later training and professional practice, to explore new ideas and approaches and to develop meaningful ways to help patients and their families. The Gold Foundation's signature programs include:

White Coat Ceremony

The [White Coat Ceremony](#) was inaugurated in 1993 at the Columbia University College of Physicians & Surgeons to emphasize humanism in medicine at the very beginning of medical education. Grants from the Robert Wood Johnson Foundation in 1996 and 1997 enabled this celebratory and solemn event to be disseminated nationally. In just a few years, the ceremony was adopted by nearly every medical school in North America. In 2014, recognizing the vital role nurses serve in healthcare, the Gold Foundation partnered with the American Association of Colleges of Nursing (AACN) to bring the White Coat Ceremony to schools of nursing. Currently, a White Coat Ceremony or similar rite of passage takes place at more than 99 percent of AAMC-accredited schools of medicine in the United States, 19 medical schools in other countries, more than 450 schools of nursing, and in several physician assistant programs.

The most important element of the ceremony is the oath that students take in front of family members, school leadership, and their peers. The oath helps students establish a psychological contract for upholding the principle of humanism in healthcare and acknowledging their central obligation to provide compassionate care with highly skilled scientific proficiency. In conjunction with the oath and presentations by academic leadership and esteemed members of the profession, students receive a symbol to commemorate the occasion, whether it be a white coat or some other iconic symbol of the healthcare profession.

Gold Humanism Honor Society

Founded in 2002 to elevate the values of humanism and professionalism within the healthcare profession, the [Gold Humanism Honor Society](#) (GHHS) is an international program honoring students, trainees, educators, and practitioners chosen by their peers for their demonstrated excellence in clinical care, leadership, compassion, and dedication to service. At present, the GHHS has more than 180 chapters in the U.S. and internationally and has inducted more than 45,000 healthcare professionals who serve as role models in the healthcare profession.

Tell Me More

The [Tell Me More](#) program was introduced in 2014 with the goal of allowing patients, caregivers, and staff to connect with each other on a more human level. Originally designed by medical students to strengthen the bond between caregivers and those they care for, Tell Me More strengthens those bonds by enabling caregivers and patients to get to know each other beyond their diagnoses and job duties. Through a licensing agreement with a healthcare organization, Tell Me More prompts a healthcare team member to engage the patient in a conversation about their life and values. Together, they create a poster that includes details the patient would like the care team to know. Displayed near the patient's bedside or other care area, the details allow the entire care team to connect more personally with the patient and see them as a full, complex, and vibrant person. In addition to engendering greater trust between

caregiver and patient, participating in Tell Me More programs often provide the healthcare team with increased feelings of well-being and a reduction in burnout.

A complete list of Gold Foundation programs is available [here](#).

Governance, Staff, and Finances

The Gold Foundation is governed by a 28-member board of directors and supported by a staff of 17 across administration, programming, communications, and development. The Gold Foundation has an annual budget of \$3.3 million, with membership fees contributing approximately half of the total and the remainder from private philanthropy and investment income. The Gold Foundation endowment is approximately \$12 million.

PRESIDENT AND CHIEF EXECUTIVE OFFICER

Reporting to the board of trustees, the President and Chief Executive Officer will provide visionary leadership that inspires staff, trustees, members, partners, and other stakeholders to actively engage in furthering the mission of the Gold Foundation. In partnership with an engaged board of trustees and a talented senior team, the President will lead the Gold Foundation, overseeing all aspects of its administration. In addition, the President will serve as a passionate champion and spokesperson for the organization, communicating its vision, mission, impact, and future potential, both nationally and internationally.

Key opportunities and challenges include the following:

Articulate and implement an ambitious, compelling vision and strategy for the future

The President will articulate and implement a strategy that will build upon the Gold Foundation's deep legacy and existing strengths as a top advocate for humanism in medicine, elevating the Foundation's reach and impact on the national and international level. The President will employ a decision-making approach that continues to leverage and build on the Gold Foundation's work, deepens its impact, and maximizes the effective use of limited resources. Though there is a current, ongoing strategic plan that guides the Foundation through 2023, there is considerable room for a new leader to innovate while still working toward its goals.

Ensure the long-term sustainability of the Gold Foundation

The President, in close collaboration with the board of trustees and the senior leadership team, will prioritize the short- and long-term financial sustainability of the foundation. In recent years, the Foundation's membership revenue has increased significantly, which has decreased the organization's dependence on other revenue sources such as philanthropy and investment income. A key priority and

opportunity for the President will be to accelerate that growth and significantly increase paying membership programs. Achieving sustainability will also require significant expansion of philanthropic efforts. The President will direct the development of a comprehensive, national fundraising program, motivating the active participation of board members and development staff in fundraising activities. This priority will require considerable time and energy through personal efforts, increased board engagement, and aggressive development outreach. The President will serve as “fundraiser in chief”, playing a key role cultivating and soliciting high-level support from new individual, corporate, and foundation donors while also strengthening relationships with existing major donors. In addition to successfully growing existing revenue sources, the new President must have the creativity to identify and develop innovative new revenue streams.

Enhance the Foundation’s visibility, presence, and impact nationally and internationally

Although well-known and highly respected in the academic healthcare community and the healthcare profession at large, the Gold Foundation is less visible to the general public. The President will be expected to form strong collaborations and strategic alliances with diverse partners across sectors and program interests. As spokesperson for the Gold Foundation, the new President will lead the deployment of an effective communication strategy, amplifying the organization’s visibility and impact to engage new stakeholders, both nationally and internationally. The President will therefore need to heighten recognition of the organization and maximize the impact of its services by positioning it, socially and culturally, at the center of key national and international activities and initiatives.

Nurture and support an agile, collaborative, and high-performing team

The efforts of the Foundation’s dedicated, talented staff have been key to the organization’s success. The President will manage and lead the team, ensuring that it is organized and staffed appropriately. The President will demonstrate a full understanding of their work, thereby promoting collaboration, organizational cohesion, transparency, and an exciting, cooperative sense of the organization’s future. The President will be simultaneously inspiring and pragmatic, empowering and accessible, empathetic and direct, and supportive and assertive, while fostering a culture of shared purpose that brings together and leverages the talents of all. In addition, the President will foster a service-oriented culture of excellence that recognizes achievement, welcomes new ideas, builds confidence, and strengthens team cohesion.

Engage and partner with the Board of Trustees

The Gold Foundation board is dedicated to the organization’s mission and history and is eager to embrace future opportunities and directions as they steward the organization. The President must maintain a strong partnership with trustees, connecting with them individually and as a group in discussions about the Gold Foundation’s present and future. With the board, the President will facilitate and participate in conversations about programs, policies, fiscal management, governance, and the overall support and

advancement of the mission. The President will also partner with trustees to strategically recruit new individuals to the board.

QUALIFICATIONS AND EXPERIENCE

The Arnold P. Gold Foundation seeks as its next President an energetic leader with vision, intellectual curiosity, personal integrity, and a passion for humanistic medical care. Candidates should have a strong history of organizational leadership; proven ability to raise funds from philanthropic sources is essential. Experience in medical education, healthcare delivery, healthcare policy, or related areas is highly desirable, as is an advanced degree.

Ideal candidates will bring a well-rounded combination of the following qualifications and attributes:

- Demonstrated passion for humanism in healthcare as evidenced by prior actions and experiences.
- Personal commitment to and record of success in advancing diversity and inclusion.
- Deep experience as a successful leader with fiscal responsibility in an academic or non-profit setting.
- Experience partnering with and supporting volunteer leadership.
- Track record of developing and growing high quality organizations, programs, or services.
- Proven ability to engage and build effective relationships with individuals at all levels across organizations, including staff, volunteer leadership, affiliated individuals, prospective funders, partner organizations, and other stakeholders.
- Affinity for and success securing major philanthropic support from individuals, foundations, corporations, and government sources.
- Experience building and nurturing teams.
- Ability to think innovatively, speak inspirationally, and act courageously.
- Exceptional interpersonal and communication skills; the ability to energize and inspire staff, board members, and external constituencies.
- Willingness to travel as necessary.

TO APPLY

The Arnold P. Gold Foundation has retained Isaacson, Miller to assist in this important recruitment. Inquiries, nominations, referrals, and applications, including CV/resume and cover letter, will be held in the strictest confidence and should be directed to:

www.imsearch.com/8585

Stephanie Fidel, Partner

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The Gold Foundation is an equal opportunity employer.