Curriculum Vitae

**Paul B. Hofmann, Dr. P.H., LFACHE**

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 **Office Address:** Hofmann Healthcare Group

 346 Rheem Blvd., Suite 101

 Moraga, California 94556

 **Home Address:** 133 Greenbriar

 Moraga, California 94556

 **Telephone:** (925) 247-9700 (office)

 (925) 376-9671 (home)

**Professional Experience:**

 2000 to Present Hofmann Healthcare Group

 Moraga, California

 President

* Lead interdisciplinary team in assisting hospitals throughout the country in accelerating their performance improvement efforts, both clinically and financially (portion of this time was as a partner of Provenance Health Partners)
* Serve as an expert witness for defense and plaintiff attorneys in Washington, D.C. and over 30 states
* Devote majority of time to pro bono interests (mentoring, writing, teaching, serving on variety of local, national, and international nonprofit boards, councils, committees, and panels, and making presentations to local, national, and international organizations)

1994 to 2000 Aon Consulting/Alexander & Alexander Consulting Group

 San Francisco, California

 Senior Vice President

* Led an interdisciplinary team in assisting hospitals throughout the country in accelerating their performance improvement efforts (both clinically and financially)
* Provided facilitation and mediation services to merging institutions

 1993 to 1994 Stanford University Center for Biomedical Ethics

 Stanford, California

 Distinguished Visiting Scholar

 Conducted research on development and application of ethical criteria in making resource allocation decisions in hospitals

 Taught classes

 Appointed as a Senior Fellow at Stanford University Hospital & Clinics to attend weekly meetings to advise senior management team as requested by CEO

 1993 - 1997 Stanford University Center for Biomedical Ethics

 Stanford, California

 Distinguished Visiting Scholar

• Taught classes

 1992 - 1994 Alexander & Alexander

 San Francisco, California

 Consultant

 Health Care Unit

• Assisted country’s second largest insurance broker and risk management company to expand its health care activity, specifically in hospitals and health care systems while taking doctoral degree courses at University of California, Berkeley’s School of Public Health.

 1991- 1992 Alta Bates Corporation

 Emeryville, California

 Consultant

• Provided consultation as needed to senior management while taking doctoral degree courses at University of California, Berkeley’s School of Public Health.

 1987-1991 Alta Bates Corporation

 Emeryville, California

 Executive Vice President & Chief Operating Officer

* + Oversaw all the organization’s acute care and ambulatory care programs
	+ Facilitated merger of two formerly competitive hospitals
	+ Expedited financial turnaround of Alta Bates-Herrick Hospital and Northern California Visiting Nurse Association
	+ Coordinated divestiture of American River Hospital
	+ Directed downsizing and decentralization of corporate staff functions

 1978 - 1987 Emory University Hospital

 Atlanta, Georgia

 Executive Director

* Recruited qualified senior administrators
* Implemented improved budgeting process
* Launched formalized cost containment program
* Created comprehensive supervisory development program
* Established computer-based productivity monitoring system
* Instituted effective risk management procedures
* Inaugurated long-range strategic planning process
* Initiated planning for a three-phase bed replacement and renovation project.

 1974 -1978 Stanford University Hospital and Clinics

 Stanford, California

 Director

* + Managed and settled eleven-day nursing union strike
	+ Persuaded employees of five potential bargaining units that management could address their legitimate needs without union representation
	+ Improved organization’s financial performance
	+ Served as first affirmative action officer for Stanford University Medical Center, including medical school
	+ Coordinated planning of new hospital wing

 1972-1974 Stanford University Hospital

 Stanford, California

 Deputy Director

* + Reorganized senior management staff and department head reporting relationships
	+ Created management systems engineering department.

 1970 - 1972 San Antonio Community Hospital

 Upland, California

Associate Administrator

* Took responsibility for most of hospital departments
* Functioned essentially as organization’s chief operating officer
* Assisted in improvement of financial and clinical performance
* Participated as ex officio representative of administration on several medical staff committees

 1969 – 1970 San Antonio Community Hospital

 Upland, California

Assistant Administrator

* Served as administrator’s first senior executive
* Took oversight responsibility for several hospital departments
* Participated as ex officio representative of administration on several medical staff committees

 1968 - 1969 Massachusetts General Hospital

 Boston, Massachusetts

 Assistant Director, Laboratory of Computer Science

* Took responsibility for general administrative activities of the Laboratory
* Directed project team accountable for developing an automated appointment scheduling system for the outpatient department.

 1966 - 1968 Massachusetts General Hospital

 Boston, Massachusetts

 Research Associate in Hospital Administration, Laboratory of Computer Science

* Served as liaison between the Laboratory (country’s largest federally funded health care computer project) and Hospital’s management staff
* Helped design and implement computerized census system – the first hospital-wide automated application

 1965 - 1966 Thayer Hospital

 Waterville, Maine

 New England Medical Center Hospitals

 Boston, Massachusetts

 Administrative Resident

* Spent six months at each organization, rotating among departments to fulfill third year of three-year MPH degree in hospital administration

 Summer of 1964 Kaiser Foundation Hospital

 Oakland, California

 Administrative Assistant, Emergency Department

* Worked with physicians, nurses, and support staff to ensure patients received cost effective optimal care

 July 1963 – July 1964 Herrick Memorial Hospital

 Berkeley, California

 Administrative Intern

* Spent one year, rotating among departments to fulfill first year of three-year MPH degree in hospital administration, followed by one year of course work on campus

**Faculty Appointments:**

 July 1968 – March 1969 Harvard University School of Public Health

 Boston, Massachusetts

 Instructor in Computer Applications

* Taught classes on computer applications in healthcare

 April 1970 – June 1972 UCLA School of Public Health

 Los Angeles, California

 Lecturer in Hospital Administration

* Taught “Quantitative Methods in Hospital Decision Making”

 June 1972 – Jan 1978 Stanford University Medical School

 Stanford, California

 Department of Family, Community and Preventive Medicine

* Taught classes in the Schools of Medicine and Business

 Jan 1978 – Sept 1987 Emory University School of Medicine

 Atlanta, Georgia

 Associate Professor

 Department of Community Health

* Taught classes in the Schools of Medicine, Business, and Nursing

 Jan 1988 – June 1991 University of California School of Public Health

 Berkeley, California

 Instructor

* Taught classes on hospital utilization, institutional ethics, and biomedical ethics
* Appointed as a visiting faculty member to teach a full semester course, “The Hospital as a Social and Economic Enterprise”

**Professional Affiliations:**

 Alliance for Global Clinical Training – Co-founder, Board of Trustees (2014 - )

 Alumni Association, Graduate Program in Health Management, University of California,

 Berkeley (1965- ) Past President

 American College of Healthcare Executives (Life Fellow) - Education Committee (1976-1979), Nominating Committee (1979-1984), Ethics Committee (1992-1993), Leadership Advisory

Committee (1994-2002), Judging Committee for Hill-Rom Management Essay Competition in Healthcare Administration (2001), Code of Ethics Task Force (2002-2003), author of Ethical Policy Statement on “Ethical Issues Related to a Reduction in Force,” author of Ethics Self-Assessment document (published annually and periodically updated since 1997 in *Healthcare Executive*), coordinator of annual two-day ethics seminar for 19 years, consultant in healthcare management ethics (1994- )

 American Hospital Association - Council on Research and Development (Chairman

 1976-1978), Special Committee on Biomedical Ethics (Chairman 1983-1985), Advisory Committee on Biomedical Ethics (Chairman 1986-1988), Governing Council for Section on Metropolitan Hospitals (1987-1989), Institutional Practices Committee (1988-1990), Technical Panel on Biomedical Ethics (1989-1993, Chairman 1992-1993), Committee on

Education and Programs for Section for Health Care Systems (1990-1992), Organizational Ethics Task Force (1995-1997), Circle of Life Awards Committee (1999- 2004), Quest for Quality Prize Criteria Work Group (2004), AHA Quest for Quality Prize Committee (2004-2022 )

 American Medical Association - Work Group on Evaluation, Assessment and Control, Health Policy Agenda for the American People (1983-1986)

 American Physical Therapy Association - Committee on Accreditation in Education (1981), Advisory Council on Physical Therapy Education (1983-1986)

 Association of Schools of Public Health – DrPH Concepts Identification and Specification Task Force (2008)

 California AIDS Leadership Subcommittee on Health Care Financing and Service Issues (1988-1989)

 California Hospital Association – Committee on Hospital Licensure (1974), Committee on Insurance (1975)

 Carter Center Task Force for Health Policy (1983-1987)

 Center for Clinical Medical Ethics, University of Chicago - National Advisory Board Chairman 1985-1990)

 Council of Teaching Hospitals - Representative of American Hospital Association to Association of American Medical Colleges Assembly (1979-1981)

 Duke University Department of Health Administration - Board of Visitors (1983-1985)

 Education Development Center - Bioethics Advisory Board for Decisions Near the End of Life (1987-1993), Board of Trustees (2011- ), Finance and Management Committee (2012- ),

 Executive Committee (2013-2015), Trusteeship Committee (2016- )

 Georgia Hospital Association - Council on Nursing (Chairman 1980-1982), Strategic Planning Committee (1983-1984), North Central District Executive Committee (1984-1986)

 Georgia State University Institute of Health Administration - Preceptor (1980-1987)

 Greater Atlanta Coalition on Health Care, Inc. - Data Project Committee (Vice Chairman, 1983-1986)

 Hastings Center – Bioethics Advisory Board for Decisions Near the End of Life (1987-1993)

 Healthcare Executives Study Society – President 2002 (1984- )

 HealthCPA Advisory Board (2011-2014)

 Hospital Community Benefit Standards Program - National Steering Committee (1989-1992)

 Healthcare Research and Development Institute (1984-1992)

 Hospital Research and Educational Trust - Advisory Council (Chairman 1976-1978)

 inTandem Health Advisory Board (Chairman 2021- )

 International Bioethics Institute - Board of Directors (1991-1995)

Joint Commission International - Standards Subcommittee (2006-2011), Standards Advisory Panel (2012- )

 Lumetra Medicare Mediation Advisory Group (2004-2005)

MedShare International – Board of Trustees (2007-2014), Executive Committee (2008-2012), Board of Trustees Nominating and Governance Committee (2010-2014), Programs

Committee (Chairman 2012-2014), MedShare Western Regional Council (2007-2022)

 National Commission for Health Certifying Agencies - Advisory Committee (1984-1986)

 National Eagle Scout Association

 New Century Healthcare Institute - Board of Directors (1995 – 2002, Chairman 1997- 2002)

 On Lok Ethics Committee – Chairman (2005-2011)

 Operation Access – Co-founder, Board of Directors (Vice Chairman 1993-2002), Advisory Council (2004-2007), Board of Directors (Chairman 2008-17), Advisory Council (2017- )

 Pew Health Professions Commission (1993-1995)

 Practice Fusion – Advisory Board (2007-2015)

 Seton Hall University – Adjunct Professor (2001-2002)

 Society of Critical Care Medicine - Ethics Committee (1988-1995), Business Ethics Subcommittee (1992-1995)

 Southeastern Hospital Conference - Program Committee (1985)

 Sun Alliance - Charter Board Member (1979-1985), Chairman of the Board (1983-1985)

 Sun Health - Board of Directors (1986-1987)

University of California, San Francisco, Center for Health Professions – Integrated Nurse Leadership Program Advisory Council (2004-2006)

**Editorial Boards:**

 Administrative Radiology (1989-1990)

 American College of Healthcare Executives Management Series (1988-1992), (1994-1998)

 Assn. of University Programs in Health Administration Press (1986-1992)

 Cambridge Quarterly of Healthcare Ethics (2002-2012)

 Computers in Hospitals (1982-1983)

 Health Management Quarterly (1985-1994)

 Health Progress (1981- 2001)

 Hospital Ethics (1985-1995)

 Managed Care Outlook (1989-1991)

 Medical Ethics Advisor (2001- )

**Honors:**

Recipient of the Robert S. Hudgens Memorial Award for the Young Hospital Administrator of the Year in 1976, sponsored by American College of Hospital Administrators and Alumni Association, School of Hospital Administration, Virginia Commonwealth University

Recipient of the 1982 Cover Story Award from *Computers in Hospitals* for "Hospital Computer Planning: Beyond Rhetoric"

U.S. Delegate to the biannual International Seminar for Administrators, initiated in 1975 and sponsored by King Edward's Hospital Fund for London (selected 1975 through 1983)

Distinguished Visiting Faculty Member, Intensive Colloquy on Biomedical Ethics for Health Care Executives, June 11-16, 1989, University of Virginia, Charlottesville, VA

Recipient of the 1999 Senior Level Executive Regent’s Award from the American College of Healthcare Executives

Recipient of the 2004 Distinguished Leadership Award from the University of California Graduate Program in Health Management Alumni Association

 Recipient of the 2009 Award of Honor from the American Hospital Association

Recipient of a 2012 Schweitzer Leadership Award from the Albert Schweitzer Fellowship

Recipient of the 2023 Lifetime Service and Achievement Award from the American College of Healthcare Executives

**Military Service:**

U.S. Army, Active Duty, February - August 1959. Active Reserve until November 1962 as a medical corpsman (reserve obligation completed)

**Educational Background:**

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| --- | --- | --- | --- |
|  1994  |   |   | Doctor of Public Health  |
|   |   |   |  University of California  |
|   |   |   |  School of Public Health  |
|    |   |   |  Berkeley, California  |
|  1965  |   |   | Master of Public Health  |
|   |   |   |  University of California  |
|   |   |   |  School of Public Health  |
|    |   |   |  Berkeley, California  |
|  1963  |   |   | Bachelor of Science  |
|   |   |   |  University of California  |
|   |   |   |  School of Public Health  |
|   |   |   |  Berkeley, California  |

 **Publications:**

**Books**

Hofmann, P.B. and W.A. Nelson, co-editors. *Managing Ethically: An Executive’s Guide*, Chicago: Health Administration Press, 2001.

Hofmann, P.B. and F. Perry, co-editors. *Management Mistakes in Healthcare: Identification, Correction and Prevention*, Cambridge: Cambridge University Press, 2005.

Nelson, W.A. and P.B. Hofmann, co-editors. *Managing Healthcare Ethically: An Executive’s Guide*, Second Edition, Chicago: Health Administration Press, 2010.

Nelson, W.A. and P.B Hofmann, co-editors. *Managing Healthcare Ethically*, Third Edition, with three volumes (“Addressing Leadership Roles and Responsibilities,” “Organizational Concerns,” and “Clinical Challenges”), Chicago: Health Administration Press, 2021.

**Articles**

 Gouveia, W.A., P.B. Hofmann and G.O. Barnett. Computers: Basic Principles and Hospital Pharmacy Implications, *American Journal of Hospital Pharmacy*, Vol. 25, pp. 4-11, January 1968.

 Hofmann, P.B. and G.O. Barnett. Time-sharing Increases Benefits of Computer Use, *Hospitals*, Vol. 42, pp. 62-67, June 16, 1968.

 *Hospital*, Vol. III, No. 1, pp. 98-100, July 1968. Also published in *The Hospital Data Processing Review*. Edited by B.G. Alford and F.E. Colvin. New York: Medical Examination Publishing Co., 1970.

Barnett, G.O. and P.B. Hofmann. Computer Technology and Patient Care: Experiences of a Hospital Computer Project, *Inquiry*, Vol. V., No. 3, pp. 51-57, September 1968.

 Hofmann, P.B., J.H. Grossman, B.J. Thoren and G.O. Barnett. An Automated Patient Census Operation: Design, Development and Evaluation, *Hospital Topics*, Vol. 47, No. 5, pp. 39-41, May 1969.

 Hofmann, P.B. and J.F. Rockart. Implications of the No-Show Rate for Scheduling OPD Appointments, *Hospital Progress*, Vol. 50, No. 8, pp. 35-40, August 1969.

Hofmann, P.B. Meeting Resistance to Hospital Automation, *Hospital Progress*, Vol. 52, No. 4, pp. 44-47, 60, April 1971.

Hofmann, P.B. Who Refers Chaplains to Patients? *Hospitals*, Vol. 48, No. 1, pp. 102-104, January 1, 1974.

Hofmann, P.B. Establishing Standards of Institutional Performance, *Hospital Progress*, Vol. 57, No. 2, pp. 50-53, February 1976. Also published in *Issues in Health Care Management.* Edited by S. Spirn and D.W. Benfer. Rockville, Maryland: Aspen Systems Corporation, 1982.

 Hofmann, P.B. Book review of *The New Management*, by Robert M. Fulmer, *Hospital & Health Services Administration*, Vol. 21, No. 4, p. 79, Fall 1976.

 Hofmann, P.B. Data Release Procedures Ensure Clergy's Access, Patients' Privacy, *Hospitals*, Vol. 51, No. 8, pp. 71-73, April 16, 1977.

 Hofmann, P.B. The CEO as Innovator and Catalyst in Resources Management, *Hospital Progress*, Vol. 58, No. 10, pp. 86-87, October 1977.

 Hofmann, P.B. Counts in the OR: Accountability Is Not Optional, *AORN Journal*, Vol. 30, No. 3, pp. 403-406, September 1979.

 Hofmann, P.B. Assessing Medical Efficacy: A Neglected Administrative Necessity, *Hospital Progress,* Vol. 60, No. 10, pp. 45-47, October 1979. Also published in *Health Services Management: Readings and Commentary*, Second Edition. Edited by Anthony R. Kovner and Duncan Neuhauser. Michigan: Health Administration Press, 1983. Also published in Third Edition, 1987.

 Shaffer, A., P.B. Hofmann, B. Sexton. Defining the "Professional" Nurse: An Issue for Providers, Consumers, *Hospital Progress*, Vol. 61, No. 7, pp. 66-71, July 1980.

 Hofmann, P.B. Book review of *Managing Human Resources in Health Care Organizations: An Applied Approach*, by Irwin M. Rubin, Ronald E. Fry, and Mark S. Plovnick, *Hospital & Health Services Administration*, Vol. 25, No. 4, pp. 104-105, Fall 1980.

 Armistead, R.A. and P.B. Hofmann. Involving the Physician in Cost Containment, *Hospital Financial Management*, Vol. 11, No. 1, pp. 52-56, January 1981.

 Hofmann, P.B. Accurate Measurement of Nursing Turnover: The First Step in Its Reduction, *The Journal of Nursing Administration*, Vol. 11, Nos. 11 and 12, pp. 37-39, November/December 1981.

 Hofmann, P.B. Hospital Computer Planning: Beyond Rhetoric, *Computers in Hospitals*, Vol. 3, No. 1, pp. 27-28, January/February 1982.

 Hofmann, P.B. The Importance of Caring, *Southern Hospitals*, Vol. 52, No. 6, pp. 44-50, November/December 1984.

 Hofmann, P.B. Ethical Considerations in Health Care Decisions, *Health Care Cost Management 1986*, edited by Mary E. Brennan, International Foundation of Employee Benefit Plans, pp. 21-30, 1986.

 Hofmann, P.B. Trustee Responsibility for Life and Death: The Bioethical Issues, *Kentucky Hospitals*, Vol. 3, No. 4, pp. 22-23, Fall 1986.

 Hofmann, P.B. and J.D. Banja. Exceptions to the Right to Refuse Treatment, *AORN Journal*, Vol. 45, No. 4, pp. 892-897, April 1987.

 Hofmann, P.B. and E. Peters. Drug Testing of Hospital Employees: Proceed with Caution, *Hospitals*, Vol. 61, No. 11, p. 80, June 5, 1987.

 Hofmann, P.B. Patient Advocacy: The Touchstone of Administration, *Administrative Radiology*, Vol. VI, No. VII, pp. 22-24, July 1987.

 Hofmann, P.B. Whistle Blowing: Disrupting the Conspiracy of Silence, *Discharge Planning Update*, Vol. 7, No. 5, pp. 10-11, July-August 1987.

 Barger, G., P.B. Hofmann, J. Shumake and W. Daves. Improving Patient Care through Problem-Solving Groups, *Health Progress*, Vol. 68, No. 7, pp. 42-45, September 1987.

 Hofmann, P.B. Business Ethics: Not an Oxymoron. Interview conducted by Joyce Flory, Editor, *Healthcare Executive*, Vol. 2, No. 5, pp. 22-24, September/October 1987.

 Hofmann, P.B. Compassion: An Inevitable Victim of Complexity and Competition in Healthcare? *Administrative Radiology*, Vol. VI, No. XII, p. 18, December 1987.

Hofmann, P.B. Hospital and Medical Ethics: Moral Dilemmas and Economic Reality, *Papers* *Presented at the Regional Conference of the International Hospital Federation in Jakarta, Indonesia, 19-23 June 1988*, pp. 41-48, Indonesian Hospital Association 4th Congress, 5th International Hospital Exposition, Jakarta, Indonesia.

 Hofmann, P.B. When the Inevitable Becomes Reality: Closing a Hospital, *AHA News*, Vol. 25, No. 7, p. 4, February 13, 1989.

 Hofmann, P.B. Institutional Euthanasia: Little Chance of Turning Back, *AHA News*, Vol. 25, No. 8, p. 4, February 20, 1989.

 Hofmann, P.B. When the Unthinkable is Unavoidable, *Volunteer Leader*, American Hospital Association, Vol. 30, No. 4, p. 4, Summer 1989.

 Hofmann, P.B. Artful Promotions: The Peter Principle Revisited, *Administrative Radiology*, Vol. VIII, No. VI, pp. 20-22, June 1989.

 Hofmann, P.B. Coming Forward, *Health Management Quarterly*, Vol. XII, No. 4, pp. 2-5, Fourth Quarter 1990.

Task Force on Ethics of the Society of Critical Care Medicine. Consensus Report on the Ethics of Foregoing Life-Sustaining Treatments in the Critically Ill, *Critical Care Medicine*, Vol. 18, No. 12, pp. 1435-1439, December 1990.

 Hofmann, P.B. Who Should Talk to Patients about Advance Directives, *Ethical Currents*, No. 27, p. 7, Summer 1991.

 Hofmann, P.B. Ethical Decision-Making Requires Greater Collaboration Between Administrators and Clinicians, *Frontiers of Health Services Management*, Vol. 8, No. 1, pp. 31-33, Fall 1991.

 Hofmann, P.B. Hospitals Eroding Public Trust, *Modern Healthcare*, Vol. 21, No. 37, p. 20, September 16, 1991.

Ethics Committee of Society of Critical Care Medicine. Clinical Investigations - Attitudes of Critical Care Medicine Professionals Concerning Forgoing Life-Sustaining Treatments, *Critical Care Medicine*, Vol. 20, No. 3, pp. 320-326, March 1992.

 Hofmann, P.B. Commentary on "Hospital Ethics," by Dennis F. Thompson, *Cambridge Quarterly of Healthcare Ethics*, Vol. 1, No. 3, pp. 210-212, Summer 1992.

 Hofmann, P.B. Decisions Near the End of Life: Resource Allocation Implications for Hospitals, *Cambridge Quarterly of Healthcare Ethics*, Vol. 1, No. 3, pp. 229-237, Summer 1992.

 Foubert, P.J., ed. *Ethical Leadership in Health Care Management: Reflections by Paul B. Hofmann*, Charlottesville, Virginia: Ibis, 1992.

Hofmann, P.B. Beyond the Body Repair Shop - Ethical Problems and Prospects for Hospitals as Social Servants, *Bioethics and Health Care Reform Among the States*, edited by Philip J. Foubert, Charlottesville, Virginia: Ibis, 1992.

 Hofmann, P.B. Healthcare Reform Begins at Home, *Healthcare Executive*, Vol. 8, No. 1, p. 25-27, January/February 1993.

 Hofmann, P.B., M.T. Rabkin, C. Bayley, D.E. Beauchamp. How Best Shall We Serve? Case Study, *Hastings Center Report*, Vol. 23, No. 2, pp. 29-32, March-April 1993.

 Hofmann, P.B. Examining Hiring Practices, *Healthcare Executive*, Vol. 8, No. 6, p. 37, November/December 1993.

 Hofmann, P.B. Providing Unlimited Care Is Serving Best Interest of the Patient, *AHA News*, Vol. 29, No. 50, p. 6, December 20, 1993.

 Hofmann, P.B. Ensuring Fair Termination Procedures, *Healthcare Executive*, Vol. 9, No. 1, p. 22, January/February 1994.

 Ethics Committee of Society of Critical Care Medicine. Attitudes of Critical Care Medicine Professionals Concerning Distribution of Intensive Care Resources, *Critical Care Medicine*, Vol. 22, No. 3, pp. 358-362, February 1994.

 Hofmann, P.B. Ethical Issues in Managed Care, *Healthcare Executive*, Vol. 9, No. 2, p. 40, March/April 1994.

 Hofmann, P.B. Toward a Just Policy on Healthcare Rationing, *Health Progress*, Vol. 75, No. 3, pp. 58-61, 83, April 1994.

 Ethics Committee of Society of Critical Care Medicine. Consensus Statement on the Triage of Critically Ill Patients, *Journal of the American Medical Association*, Vol. 271, No. 15, pp. 1200-1203, April 20, 1994.

 Hofmann, P.B. Balancing Professional and Personal Priorities, *Healthcare Executive*, Vol. 9, No. 3, p. 42, May/June 1994.

 Hofmann, P.B. Can We Afford to Provide Unlimited Care? Absolutely! *Stanford Medicine*, Vol. 11, No. 3, p. 31, Spring 1994.

 Hofmann, P.B. Two Primers for Action: *The Healthy Communities Handbook* and *A Handbook for Planning and Developing Integrated Delivery*, *The Journal of Health Administration Education*, Vol. 12, No. 3, pp. 383-387, Summer 1994.

 Hofmann, P.B. The Executive’s Role in Clinical Matters, *Healthcare Executive*, Vol. 9, No. 4, p. 43, July/August 1994.

 Hofmann, P.B. *The Development and Application of Ethical Criteria for Use in Making Programmatic Resource Allocation Decisions in Hospitals*, Ann Arbor: UMI, 1994.

 Hofmann, P.B. Though Competition Is Not Intrinsically Unethical, Some Situations Call for a Different Approach, *Health Management Quarterly*, Vol. 16, No. 2, pp. 15-17, Second Quarter 1994.

 Schecter, W.P., D. Grey and P.B. Hofmann. The Ambulatory Surgery Access Coalition: Creating a Program of Elective Surgeries for the Uninsured, *San Francisco Medicine*, Vol 67, No. 7, pp. 23-24, August 1994.

 Hofmann, P.B. The Impact of Ethical Issues on Risk Management, *Health Care Solutions*, Vol. 9, No. 2, p. 10, October 1994.

 Hofmann, P.B. Creating an Organizational Conscience, *Healthcare Executive*, Vol. 9, No. 6, p. 43, November/December 1994.

 Hofmann, P.B. Healthcare Organizations’ Civic Responsibilities, *Healthcare Executive*, Vol. 10, No. 1, p. 46, January/February 1995.

 Hofmann, P.B. *Summum Bonum*: An Ethical Foundation for Reform*, ACG Health Care Outlook 95*, p. 3, 8, February 1995.

 Hofmann, P.B. Caught Between Two Paradigms, *Healthcare Executive*, Vol. 10, No. 2, p. 39, March/April 1995.

 Hofmann, P.B. Response to "Institutional Morality, Authority and Ethics Committees: How Far Should Respect for Institutional Morality Go?" by Erich Loewy, *Cambridge Quarterly of Healthcare Ethics*, Vol. 4, No. 1, pp. 98-99, Winter 1995.

 Hofmann, P.B. Pick Your Partners Wisely, *Healthcare Executive*, Vol. 10, No. 3, p. 44, May/June 1995.

 Abbott, R., P.B. Hofmann, K. LaPensee, P. Makens, and P. Sullivan. Health Reform: The View from Five Perspectives, *Health Care Guide*, edited by Jeffrey D. Mamorsky, Boston: Warren, Gorham & Lamont, 1995.

 Hofmann, P.B. Serving and Competing Ethically, *Healthcare Executive*, Vol. 10, No. 4, p. 40, July/August 1995.

 Schecter, W.P., D. Grey, J. Burik, C. Caldwell, D. Elder, P.B. Hofmann, and P. Neumann. Volunteer Low Risk Outpatient Surgery for Uninsured Patients in San Francisco: The Ambulatory Surgery Access Coalition, *Archives of Surgery*, Vol. 130, pp. 788-780, July 1995.

 Hofmann, P.B. Performing an Ethics Audit, *Healthcare Executive*, Vol. 10. No. 6, p. 47, November/December 1995.

 Hofmann, P.B. The Ethics of Downsizing, *Healthcare Executive*, Vol. 11, No. 1, p. 46, January/February 1996.

 Hofmann, P.B. Protecting Patient Confidentiality: Ethical Implications, *Healthcare Executive*, Vol.11, No. 2, pp. 14-15, March/April 1996.

 Hofmann, P.B. The Importance of Asking the Extra Why, *California Medicine*, Vol. 7, No. 7, p. 29, July 1996.

 Hofmann, P.B. Hospital Mergers and Acquisitions: A New Catalyst for Examining Organizational Ethics, *Bioethics Forum*, Vol. 12, No. 2, pp. 45-48, Summer 1996.

 Hofmann, P.B. Physician Experience as a Measure of Competency: Implications for Informed Consent, *Cambridge Quarterly on Healthcare Ethics*, Vol. 5, No. 3, pp. 458-459, Summer 1996.

 Nelson, W.A. and P.B. Hofmann. Commentary on "Physician Experience as a Measure of Competency: Implications for Informed Consent," *Cambridge Quarterly of Healthcare Ethics*, Vol. 5, No. 3, pp. 459- 462, Summer 1996. Also published in *Ward Ethics*, coedited by T.K. Kushner and D.C. Thomasma. Cambridge, United Kingdom: Cambridge University Press, 2001.

 Hofmann, P.B. Achieving Ethical Behavior in Healthcare: Rhetoric Still Reigns Over Reality, *Frontiers of Health Service Management*. Vol. 13, No. 2, pp. 37-39, Winter 1996.

 Ethics Committee of the Society of Critical Care Medicine. Consensus Statement of the Society of Critical Care Medicine's Ethics Committee regarding Futile and Other Possibly Inadvisable Treatments, *Critical Care Medicine*, Vol. 25, No. 5, pp. 887-89, May 1997.

 Hofmann, P.B. Organizational Ethics: A New Mandate to Address Inescapable Challenges, *Surgical Services Management*. Vol. 3, No. 8, pp. 16-18, August 1997.

 Hobde, B.L., P.B. Hofmann, P.K. Makens and M.B. Tecca. Pursuing Clinical and Operational Improvement in an Academic Medical Center, *The Joint Commission Journal on Quality Improvement.* Vol. 23, No. 9, pp. 468-484, September 1997.

 Hofmann, P.B. Downsizing: Confidentiality vs. Disclosure, *Healthcare Executive*, Vol. 13, No. 1, p. 46, January/February 1998.

 Hofmann, P.B. Ethics & the CEO (case commentary), *Hospitals & Health Networks*, Vol. 72, No. 2, pp. 32, 34, January 20, 1998.

 Hofmann, P.B. Recognizing Potential Ethical Issues in Managed Care, *Managed Care Practice*, Vol. 5, No. 3, pp. 1,5,8, May/June 1998.

 Hofmann, P.B. Ethics in Health Care Delivery, *Health Care Delivery in the United States*, 6th edition, edited by A. Kovner and S. Jonas, New York: Springer Publishing, 1998.

 Hofmann, P.B. What’s in It for Me? Incentive Programs for Physicians Can Improve Outcomes, *Modern Healthcare*, Vol. 28, No. 50, p. 40, December 14, 1998.

 Hofmann, P.B. Abuse of Power, *Healthcare Executive*, Vol. 14, No. 2, pp. 55-56, March/April 1999.

 Hofmann, P.B. Millennium Stockpiling, *Healthcare Executive*, Vol. 14, No. 4, pp. 51-52, July/August 1999.

 Hofmann, P.B. and W.J. Jones. Tough Love: Ten Questions to Ask Your CEO, *Trustee*, Vol. 52, No. 9, pp. 27-28, October 1999. Also published in *Better CEO-Board Relations:*

 *Practical Advice for Successful Partnerships*, edited by Karen Gardner, Chicago: American Hospital Press, 2007.

 Hofmann, P.B. Allocating Limited Capital Resources, *Healthcare Executive*, Vol. 15, No. 2, pp. 53-54, March/April 2000.

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