

Curriculum Vitae

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**Educational Background:**

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

**Professional Experience:**

9/05 – President  
Hofmann Healthcare Group  
Moraga, California

1/01 – 9/05 Provenance Health Partners  
Moraga, California

1/00 – 12/00 President  
Hofmann Healthcare Group  
San Francisco, California

6/97 – 12/99 Senior Vice President  
Healthcare Industry Practice  
Aon Consulting  
San Francisco, California

9/94 - 6/97 Senior Consultant  
Strategic Health Care Practice  
Alexander & Alexander Consulting Group (acquired by Aon)  
San Francisco, California

2/93 - 7/97 Distinguished Visiting Scholar  
Stanford University  
Center for Biomedical Ethics  
Palo Alto, California

6/92 - 1/95 Consultant  
Health Care Unit  
Alexander & Alexander  
San Francisco, California

2/93 - 7/94 Senior Fellow  
Stanford University Hospital  
Stanford, California

6/91 - 6/92 Consultant  
Alta Bates Corporation  
Emeryville, California

9/87 - 6/91 Executive Vice President and  
Chief Operating Officer  
Alta Bates Corporation  
Emeryville, California

1/78 - 9/87 Executive Director  
Emory University Hospital  
Atlanta, Georgia

1/78 - 9/87 Associate Professor  
Department of Community Health  
Emory University School of Medicine  
Atlanta, Georgia

4/74 - 1/78 Director  
Stanford University Hospital and Clinics  
Stanford, California

9/72 - 1/78 Lecturer  
Department of Family, Community and Preventive Medicine  
Stanford University Medical School  
Stanford, California

6/72 - 4/74 Deputy Director  
Stanford University Hospital  
Stanford, California

6/70 - 6/72	Associate Administrator San Antonio Community Hospital Upland, California
4/70 - 6/72	Lecturer in Hospital Administration University of California, Los Angeles School of Public Health Los Angeles, California
3/69 - 6/70	Assistant Administrator San Antonio Community Hospital Upland, California
7/68 - 3/69	Instructor in Computer Applications Harvard University School of Public Health Boston, Massachusetts
7/68 - 3/69	Assistant Director Laboratory of Computer Science Massachusetts General Hospital Boston, Massachusetts
7/66 - 7/68	Research Associate in Hospital Administration Laboratory of Computer Science Massachusetts General Hospital Boston, Massachusetts
1/66 - 7/66	Administrative Resident Thayer Hospital Waterville, Maine
7/65 - 1/66	Administrative Resident New England Medical Center Hospitals Boston, Massachusetts
7/64 - 9/64	Administrative Assistant Kaiser Foundation Hospital Oakland, California
7/63 - 7/64	Administrative Intern Herrick Memorial Hospital Berkeley, California

**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,” principal author of Ethics Self-Assessment document (published annually 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- )

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)

Health Research and Educational Trust – Senior Fellow (2009-2012)

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)

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),

MedShare West Regional Council (2007- ), Board of Trustees Nominating and Governance Committee (2010-2014), Programs Committee (Chairman 2012-2014)  
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 ADMIN. 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 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 American College of Healthcare Executives 1999 Senior Level Executive Regent's Award  
Recipient of 2004 Distinguished Leadership Award from the University of California Graduate Program in Health Management Alumni Association  
Recipient of 2009 Award of Honor from the American Hospital Association  
Recipient of 2012 Schweitzer Leadership Award from the Albert Schweitzer Fellowship

## **Military Service:**

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

## **Publications:**

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.

Hofmann, P.B., W.A. Gouveia and G.O. Barnett. Computers: Great Future, Perilous Present, *Modern 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.

Rockart, J.F. and P.B. Hofmann. Physician and Patient Behavior Under Different Scheduling Systems in a Hospital Outpatient Department, *Medical Care*, Vol. VII, No. 6, pp. 463-470, November-December 1969.

Hofmann, P.B., J.F. Rockart and G.O. Barnett. Planning for an Automated Outpatient Appointment System, *Hospital Topics*, Vol. 47, No. 10, pp. 37-42, 62, October 1970. Also published in *Outpatient Services Journal Articles*. Edited by V.V. Clark. New York: Medical Examination Publishing Co., 1973.

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.
- Hofmann, P.B. Can Hospitals Afford to Care Less? *Hospitals*, Vol. 53, No. 22, pp. 80-82, November 16, 1979.
- 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. The Social Work Director's Responsibility for Contributing to Knowledge: A Hospital Administrator's Perspective, *Proceedings of the Sixteenth Annual Meeting of the Society for Hospital Social Work Directors*, The American Hospital Association, pp. 16-26, March 1981.
- Hofmann, P.B. The Hospital's Role: Less Can Be Better, *Anlage*, Vol. 13, No. 3, p. 1, Emory University, Winter 1981.
- Hofmann, P.B. The University Hospital's Role: A Great Future for Complexity, *Atlanta Medicine*, Vol. 55, No. 11, pp. 25-28, November 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. Medical Care Cost Containment Projects: Emory's Experience, *The Hospital Medical Staff*, Vol. 11, No. 7, pp. 27-30, July 1982.

- Hofmann, P.B. The CEO's Role in Conflict Resolution: A Case Study. In R.J. Maxwell and V. Morrison (Eds.), *Working with People*. London: King's Fund Publishing Office, pp. 107-111, 1983.
- Hofmann, P.B. Physician-Administrator Collaboration Slows Hospital Cost Increases, *Hospital Progress*, Vol. 64, No. 7, pp. 60-63, 72, July 1983.
- Hofmann, P.B. The OR Director: An Administrator's View, *AORN Journal*, Vol. 38, No. 2, pp. 349-353, August 1983.
- Hofmann, P.B. Hospital Initiatives in Care for the Elderly, *Hospital Progress*, Vol. 64, No. 10, pp. 68-71, October 1983.
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- Hofmann, P.B. The Human Side of Automation, *Topics in Hospital Pharmacy Management*, Vol. 4, No. 1, pp. 7-13, May 1984.
- Hofmann, P.B. Leadership Challenges in the Academic Health Center, *The Incorporation of Health & Corporate Leadership - Report of the 1984 National Health Forum on Hospital & Health Affairs*, Sondra S. Cooney, Ed., pp. 77-83, Duke University, 1984.
- Hofmann, P.B. Health Care Credentialing Issues Demand Increased Attention, *Hospital & Health Services Administration*, Vol. 29, No. 3, pp. 86-96, May/June 1984.
- Hofmann, P.B. The Importance of Caring, *Southern Hospitals*, Vol. 52, No. 6, pp. 44-50, November/December 1984.
- Hofmann, P.B. Withdrawing Life-Support Systems: A Sound and Sensitive Opinion by the Georgia Supreme Court, *Journal of the Medical Association of Georgia*, Vol. 73, No. 12, pp. 825-826, December 1984.
- Hofmann, P.B. Book review of *Persuading Physicians: A Guide for Hospital Executives*, by Robert Rubright, *Health Progress*, Vol. 66, No. 1, p. 84, January-February 1985.
- Hofmann, P.B. Providing an Institutional Framework for Resolving Ethical Dilemmas, *Health Management Quarterly*, pp. 12-13, Winter 1984-85.
- Hofmann, P.B. Upholding Patient Rights through Ethical Policymaking, *Trustee*, Vol. 38, No. 4, pp. 15-16, April 1985.
- Hofmann, P.B., F.L. Smoot. Care of the Comatose Patient: Building Mutual Staff Values, *Health Progress*, Vol. 66, No. 4, pp. 58-61, May 1985.
- Hofmann, P.B. Inside the AHA's Special Committee on Biomedical Ethics, *Hospital Ethics*, Vol. 1, No. 3, pp. 13-14, July-August 1985.
- Hofmann, P.B. Book review of *Institutional Ethics Committees and Health Care Decision Making*, by Ronald E. Cranford, M.D., and A. Edward Doudera, J.D., *The Hospital*



- Manager*, Vol. 15, No. 5, p. 8, September-October 1985.
- Hofmann, P.B. Breaking the Barriers to Clinical Research: An Administrator's Perspective, *Clinical Management in Physical Therapy*, Vol. 6, No. 3, pp. 28-29, May-June 1986.
- Hofmann, P.B. A Summary of Values in Conflict: Resolving Ethical Issues in Hospital Care, in *Making Choices: Ethics Issues for Health Care Professionals*, edited by Emily Friedman, Chicago: American Hospital Publishing, Inc., pp. 169-174, 1986.
- Hofmann, P.B. Commentary on "Between Survival & Social Responsibility: In Search of an Ethical Balance," by Sam Levey and James Hill, *The Journal of Health Administration Education*, Vol. 4, No. 2, pp. 235-237, Spring 1986.
- Hofmann, P.B. Review of "Managing Change in Organizations," by Richard Beckhard, *The Journal of Health Administration Education*, Vol. 4, No. 2, pp. 311-312, Spring 1986.
- 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 the 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, pp. 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 the 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 the 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 Inherently Unethical, Some Situations Call for a Different Approach, *Health Management Quarterly*, Vol. 16, No. 2, pp. 15-17, Second Quarter 1994.
- Schechter, 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.
- Schechter, 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.
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*Ethics*, Vol. 5, No. 3, pp. 459-462, Summer 1996. Also published in *Ward Ethics*, co-edited by T.K. Kushner and D.C. Thomasma. Cambridge, United Kingdom: Cambridge University Press, 2001.

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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. 887-891 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.

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