

Curriculum Vitae

Paul B. Hofmann, Dr. P.H., FACHE

Office Address: 1042 Country Club Drive, Suite 2D
Moraga, California 94556

Home Address: 133 Greenbriar
Moraga, California 94556

Telephone: (925) 247-9700 (office)
(925) 376-9671 (home)

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:

Alumni Association, Graduate Program in Health Management, University of California, Berkeley (1965-) Past President
 American College of Healthcare Executives (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), 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 McKesson 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 to American Association of Medical Colleges Assembly (1979-1981)

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

Education Development Center - Bioethics Advisory Board (1987-1993), Board of Trustees (2011-), Finance and Management Committee (2012-)

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)

Healthcare Executives Study Society – President 2002 (1984-)

HealthCPA Advisory Board (2011-)

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-), Executive Committee (2008-2012), MedShare West Regional Council (2007-), Board of Trustees Nominating and Governance Committee (2010-), Programs Committee (Chairman 2012-)

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

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

On Lok Ethics Committee – Chairman (2005-2011)
Operation Access - Board of Directors (Vice Chairman 1993-2002), Advisory Council (2004-2007), Board of Directors (Chairman 2008-)
Pew Health Professions Commission (1993-1995)
Practice Fusion – Advisory Board (2007-)
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, The 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.
- Hofmann, P.B. When Medicine No Longer Helps, *USA Today*, Vol. 2, No. 138, pp. 10A, March 29, 1984.
- 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 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 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 Inherently 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.
- 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.

- 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*, co-edited 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. 887-891 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.
- 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.
- Hofmann, P.B. Executive Incentives in Organizational Mergers and Acquisitions, *Healthcare Executive*, Vol. 15, No. 5, pp. 61-62, September/October 2000.
- Hofmann, P.B. Dealing with Non-Compliant Patients, *Healthcare Executive*, Vol. 15, No. 6, pp. 49-50, November/December 2000.
- Hofmann, P.B. Improving Ethics Committee Effectiveness, *Healthcare Executive*, Vol. 16, No. 1, pp. 58-59, January/February 2001.
- Hofmann, P.B. Navigating Differences in Patient Values and Preferences, *Healthcare Executive*, Vol. 16, No. 2, pp. 58-59, March/April 2001.
- Hofmann, P.B. and W.A. Nelson, co-editors. *Managing Ethically: An Executive's Guide*, Chicago: Health Administration Press, 2001.
- Andereck, W., P.B. Hofmann and D.C. Thomasma. Creating Life: Who's in Charge? Can Citizens Stem the Biotech Tide? *San Francisco Chronicle*, page D-8, August 5, 2001.
- Hofmann, P.B. Confronting the Tyranny of Conventional Wisdom, *Health Progress*, Vol. 83, No. 1, pp. 64-63, January/February 2002.
- Hofmann, P.B. Morally Managing Executive Mistakes, *Frontiers of Health Services Management*, Vol. 18, No. 3, pp. 3-27, Spring 2002.
- Hofmann, P.B. Reconciling Different Approaches to Addressing Executive Mistakes, *Frontiers of Health Services Management*, Vol. 18, No. 3, pp. 47-49, Spring 2002.
- Marseille, E., P.B. Hofmann and J.G. Kahn. HIV Prevention Before HAART in Sub-Saharan Africa, *The Lancet*, Vol. 359, pp. 1851-1856, May 25, 2002.
- Hofmann, P.B. Responding to Unusual Ethical Dilemmas, *Healthcare Executive*, Vol. 17, No. 4, pp. 50-51, July/August 2002.
- Hofmann, P.B. and J. Noblin. Mentoring Dialogue: Critical Questions and Answers, *Healthcare Executive*, Vol. 17, No. 6, pp. 8-13, November/December 2002.
- Hofmann, P.B. Management Mistakes in Healthcare: A Disturbing Silence, *Cambridge Quarterly of Healthcare Ethics*, Vol. 12, No. 2, pp. 201-202, Spring 2003.
- Hofmann, P.B. Revealing Inconvenient Truths, *Healthcare Executive*, Vol. 18, No. 5, pp. 56-57, September/ October 2003.
- Hofmann, P.B. Possible Limits to the Surrogate's Role, *Cambridge Quarterly of Healthcare Ethics*, Vol. 13, No.1, pp. 96-97, Winter 2004.
- Hofmann, P.B. Why Good People Behave Badly, *Healthcare Executive*, Vol. 19, No. 2, pp. 40-41, March/April 2004.

- Hofmann, P.B. Responsibility for Unsuccessful Promotions, *Healthcare Executive*, Vol. 20, No. 1, pp. 32-33, January/February 2005.
- Hofmann, P.B. and F. Perry, co-editors. *Management Mistakes in Healthcare: Identification, Correction and Prevention*, Cambridge: Cambridge University Press, 2005.
- Hofmann, P.B. Accountability for Nosocomial Infections, *Healthcare Executive*, Vol. 20, No. 3, pp. 48-49, May/June 2005.
- Hofmann, P.B. Confronting Management Errors, *Hospitals & Health Networks Online*, June 28, 2005.
- Hofmann, P.B. and B. Jennings. Reconsidering the Institution's Role in Promoting Advance Directives, *Healthcare Executive*, Vol. 20, No. 5, pp. 28, 30, September/October 2005.
- Hofmann, P.B. Confronting Management Incompetence, *Healthcare Executive*, Vol. 20, No. 6, pp. 28, 30. November/December 2005.
- Hofmann, P.B. The High Cost of Being a Moral Chameleon, *Health Progress*, Vol. 86, No. 6, pp. 9-10, November/December 2005.
- Hofmann, P.B. and J. Selberg. Becoming More Effective Patient Advocates: Beyond Empathy, *Healthcare Executive*, Vol. 21, No. 1, pp. 22-24, 26, January/February 2006.
- Hofmann, P.B. The Value of an Ethics Audit, *Healthcare Executive*, Vol. 21, No. 2, pp. 44-45, March/April 2006.
- Hofmann, P.B. and H. Debas. Surgeons Volunteer Locally through Operation Access, *San Francisco Medicine*, Vol. 7, No. 2, p. 30, March/April 2006.
- Hofmann, P.B. Evaluating a Management Candidate's Ethical Fitness, *Healthcare Executive*, Vol. 21, No. 3, pp. 34-35, May/June 2006.
- Hofmann, P.B. When Patients Make "Unwise" Decisions, *Hospitals & Health Networks Online*, June 13, 2006.
- Hofmann, P.B. Responding to Clinical Mistakes, *Healthcare Executive*, Vol. 21, No. 5, pp. 32-33, September/October 2006.
- Hofmann, P.B. Revitalizing Governance, *Bulletin of the National Center for Healthcare Leadership*, pp. 21-22, December 2006. Also published as educational and advertorial supplement to *Modern Healthcare*, Vol. 36, No. 48, December 4, 2006
- Hofmann, P.B. Ethical Questions at the End of Life, *Healthcare Executive*, Vol. 22, No. 1, pp. 37-39, January/February 2007.
- Hofmann, P.B. and J.R. Schlosser. Assessing Your Probability for Organizational Success, *Healthcare Executive*, Vol. 22, No. 3, pp. 50-51, May/June 2007.

- Hofmann, P.B. and L.J. Schneiderman. Physicians Should Not Always Pursue a Good “Clinical” Outcome, *Hastings Center Report*, Vol. 37, No. 3, inside back cover, May/June 2007.
- Hofmann, P.B. Should Hospitals Always Bill for Costs? *Healthcare Executive*, Vol. 22, No. 4, 38-39, July/August 2007.
- Hofmann, P.B. Practitioner Application (commentary on Mentoring Junior Healthcare Administrators: A Description of Mentoring Practices in 127 U.S. Hospitals by F. Finley, L. Ivanitskaya and M. Kennedy), *Journal of Healthcare Management*, Vol. 52, No. 4, 269-270, July/August 2007.
- Hofmann, P.B. Ethical Issues and Disaster Planning. *Healthcare Executive*, Vol. 23, No. 1, 40-41, January/February 2008.
- Hofmann, P.B. The Executive’s Role in Malpractice Cases. *Healthcare Executive*, Vol. 23, No. 3, 58-59, May/June 2008.
- Hofmann, P.B. Reevaluating Your Ethical Leadership Skills. *Chief Executive Officer*, 1, 5, 7, Spring 2008.
- Hofmann, P.B. and B. Aune. Maximizing Community Benefit with Creative Partnerships. *Hospitals & Health Networks Online*, August 12, 2008. Also published in *ACHI Community Health News*, August 13, 2008.
- Hofmann, P.B. The Myth of Promise Keeping. *Healthcare Executive*, Vol. 23, No. 5, 48-49, September/October 2008.
- Hofmann, P.B. The Use and Misuse of Incentives. *Healthcare Executive*, Vol. 24, No. 1, 40, 42, January/February 2009.
- Hofmann, P.B. Family Evaluation of End of Life Care – An Essential Perspective, *Health Progress*, Vol. 90, No. 3, 65-68, May/June 2009. Also published in *Supportive Voice*, Vol. 14, No. 1, 18-21, Summer 2009.
- Hofmann, P.B. Ten Questions for Hospital Leaders, *Hospitals & Health Networks Weekly*, August 11, 2009; also published in *Trustee*, Vol. 62, No. 9, 28-29, October 2009.
- Hofmann, P.B. Addressing Compassion Fatigue, *Healthcare Executive*, Vol. 24, No. 5, 40, 42, September/October 2009.
- Matula, S.R., J. Beers, J. Errante, D. Grey, P.B. Hofmann and W. P. Schecter. Operation Access: A Proven Model for Providing Volunteer Surgical Services to the Uninsured in the United States, *Journal of the American College of Surgeons*, Vol. 209, No. 6, 769-776, December 2009.
- Hofmann, P.B. The Ethics of Evidence-Based Management, *Healthcare Executive*, Vol. 25, No. 1, 48, 50-51, January/February 2010.

- Nelson, W.A. and P.B. Hofmann, co-editors. *Managing Healthcare Ethically: An Executive's Guide*, Second Edition, Chicago: Health Administration Press, 2010.
- Hofmann, P.B. Fulfilling Disruptive-Behavior Policy Objectives, *Healthcare Executive*, Vol. 25, No. 3, 60-62, May/June 2010.
- Hofmann, P.B. Addressing Ethnic and Racial Disparities in Healthcare, *Healthcare Executive*, Vol. 25, No. 5, 46, 48, 50, September/October 2010.
- Hofmann, P.B. and B. Aune. New Grant Requirement: Accountability, *Hospitals and Health Networks Online*, October 11, 2010.
- Hofmann, P.B. Culture Clashes and Moral Judgments, *Healthcare Executive*, Vol. 26, No. 1, 52, 54-55, January/February 2011.
- Hofmann, P.B. 7 Factors Complicate Ethical Resource Allocation Decisions, *Healthcare Executive*. Vol. 26, No. 3, 62-63, May/June 2011.
- Hofmann, P.B. Patient-Centered Care: Rhetoric or Reality? *Healthcare Executive*, Vol. 26, No. 5, 56, 58-59, September/October 2011.
- Hofmann, P.B. Fear of Conflict: Management and Ethical Costs, *Healthcare Executive*, Vol. 27, No. 1, 58, 60, January/February 2012.
- Hofmann, P.B. Meeting Desperate Needs for Medical Supplies, *Hospitals and Health Networks Daily*, April 25, 2012.
- Hofmann, P.B. The Importance of Failing Forward, *Healthcare Executive*, Vol. 27, No. 3, 64, 66-67, May/June 2012.
- Hofmann, P.B. The Myth of Comprehensive Policies, *Healthcare Executive*, Vol. 27, No. 5, 50, 51, September/October 2012.
- Hofmann, P.B. A Better Conversation about End-of-Life Care, *Hospitals and Health Networks Daily*, September 12, 2012.
- Hofmann, P.B. and D. VanHouten. Improving Communication Management of Longer Stay ICU Patients – An Ethical Imperative, accepted for publication by *Health Progress*.