

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:

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 Medical Forensic Specialists, Inc. (2002-)
 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)
 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 – Past President (1984-)
 Health Research and Educational Trust – Senior Fellow (2009-)
 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-)
 Lumetra Medicare Mediation Advisory Group (2004-2005)
 MedShare International – Board of Trustees, Executive Committee, MedShare West Regional
 Council (2007-), Board of Trustees Nominating and Governance Committee (2010 -)
 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-)
 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-)
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 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 1982 Cover Story Award from *Computers in Hospitals* for "Hospital Computer
Planning: Beyond Rhetoric"
Appointed U.S. Delegate to International Seminar for Administrators, initiated in 1975 and
sponsored by King Edward's Hospital Fund for London (selected 1975 through 1983)
Appointed Distinguished Visiting Faculty Member, Intensive Colloquy on Biomedical Ethics
for Health Care Executives, June 11-16, 1989, University of Virginia, Charlottesville, VA
Recipient of American College of Healthcare Executives 1999 Senior Level Executive Regent's
Award
Recipient of 2004 Distinguished Leadership Award from University of California Graduate
Program in Health Management Alumni Association
Recipient of 2009 Award of Honor from American Hospital Association

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.
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- 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.
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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.
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- Hofmann, P.B. The Importance of Caring, *Southern Hospitals*, Vol. 52, No. 6, pp. 44-50, November/December 1984.
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- 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.
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- Hofmann, P.B. Inside the AHA's Special Committee on Biomedical Ethics, *Hospital Ethics*, Vol. 1, No. 3, pp. 13-14, July-August 1985.
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- Manager*, Vol. 15, No. 5, p. 8, September-October 1985.
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- 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.
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- 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.
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- 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.
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- 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.
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- 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.
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- 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.
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- 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.
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- 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.

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