

ELLEN FOX, MD, HEC-C

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SUMMARY

Ellen Fox, M.D., HEC-C is a bioethics consultant, educator, researcher, policymaker, and former Federal Executive. Her career has focused on working with public and private sector organizations to address pressing ethical issues in health care. She specializes in developing innovative approaches to complex social problems and managing systems-level change.

CURRENT PROJECT

Chair, COPACET Steering Committee
Arlington, VA

01/2024-present

- Leading a national initiative to develop and implement an accreditation process to promote quality, consistency, and accountability among clinical ethics fellowship training programs.
- Forming a new 501(c)(3) organization called the Council On Program Accreditation for Clinical Ethicist Training (COPACET) under the auspices of the Commission on Accreditation of Allied Health Education Programs (CAAHEP).
- Succeeded in gaining approval for clinical ethics as a new discipline in the CAAHEP system.
- Currently finalizing bylaws, seeking funding, and planning COPACET's first Board meeting.

EDUCATION AND TRAINING

Geriatrics Fellow
University of Chicago, Department of Medicine

Chicago, IL
1992-1993

Clinical Ethics Fellow
University of Chicago, MacLean Center for Clinical Medical Ethics

Chicago, IL
1991-1992

Chief Resident, Primary Care Internal Medicine
Yale University

New Haven, CT
1990-1991

Intern/Resident in Internal Medicine
Yale-New Haven Hospital

New Haven, CT
1987-1990

Doctor of Medicine, 1987
Harvard Medical School

Boston, MA
1983-1987

Pre-Med Student
University of Virginia

Charlottesville, VA
1981-1982

Bachelor of Arts, *summa cum laude*, Psychology, 1981
Yale College

New Haven, CT
1977-1981

EMPLOYMENT

President, Fox Ethics Consulting (www.foxethics.com)

2014-present

Arlington, VA

- Own and operate an independent consulting business.
- Subject matter expert on clinical, organizational, and research ethics.
- Work with health care systems, academic institutions, government entities, and other organizations to craft practical, evidence-based solutions to meet their needs.
- Specialize in Evaluate ethics program structures, systems, and procedures and the extent to which they are achieving organizational goals.
- Benchmark ethics programs against other organizations, legal and regulatory requirements, standards of professional organizations and societies, and best practices.
- Develop strategic and operational plans to maximize ethics program effectiveness.
- Design innovative education and training approaches for ethics practitioners, health care providers, and executives.
- Develop and utilize customized ethics assessment tools.

Director, Center for Ethics in Health Care, Altarum

2015-2019

Washington, DC

- Altarum is a nonprofit health systems research and consulting organization.
- Served as Principal Investigator of a research project on healthcare ethics consultation in U.S. hospitals.
- Secured a \$329,816 grant from the Greenwall Foundation under their Making a Difference program.
- Authored seven papers describing the study findings.

Professor of Bioethics, Clarkson University

2015-2017

Schenectady, NY

- Designed, directed and taught the Online Clinical Ethics Practicum course for the Masters-level bioethics degree program of Union Graduate College/Clarkson University and the Icahn School of Medicine at Mount Sinai.
- Additional responsibilities included advising and mentoring students, recruiting potential new students to the program, participating in faculty meetings, and assisting with other administrative and strategic initiatives.
- Served as a faculty reviewer for the capstone assessment at the end of the program, evaluating student performance and providing feedback on simulated ethics consultation encounters.

Director, National Center for Ethics in Health Care, Department of Veterans Affairs (VA)

1999-2014

Washington, DC

- Transformed VA's National Center for Ethics in Health Care from an unknown entity into one of the preeminent ethics programs in the world.
- Regularly secured additional budget and staffing for the Center resulting in a 10-fold expansion over the years. Managed 29 staff, \$5 million budget and large contracts up to \$10 million.
- Served as principal advisor to the Under Secretary for Health on clinical, organizational and research ethics.
- Conceptualized, spearheaded, and successfully led ambitious national organizational change initiatives including IntegratedEthics®, iMedConsent, ECWeb, and the Life-Sustaining Treatment Decisions initiative.
- Designed and oversaw complex projects to achieve concurrence among diverse stakeholder groups.

- Initiated and successfully managed changes to Federal regulation, national policy, and guidelines for the organization.
- Provided case consultation and policy consultation to health care leaders at individual hospitals, regional network offices, and national headquarters.
- Established standards for ethics consultation and ethics practitioners at >150 medical centers.
- Published scholarly articles including empirical research studies.
- Served as a resource to VA national program offices, external stakeholders, and governmental agencies outside of VA. Developed and disseminated information, resources, and networking tools to facilitate the effective exchange of information throughout VA.
- Designed and delivered innovative education programs for VA staff.
- Developed and implemented assessment tools to evaluate and improve the quality of health care ethics programs and practices across the system.
- Oversaw the organization's National Ethics Committee.
- Served on national VA leadership committees including the health care system's National Leadership Board and Strategic Planning Committee.
- Represented VA at national and international meetings of organizations ranging from AARP to the Ontario Ministry of Health.

Consultant, Center to Improve Care of the Dying, George Washington University
Washington, DC

1998-1999

- Served as principal investigator for a study on ethics consultation in U.S. hospitals funded by the Agency for Healthcare Research and Quality.
- Wrote and published articles relating to the Study to Understand Preferences and Prognoses for Outcomes and Risks of Treatments (SUPPORT).
- Served as consultant to the Director (Dr. Joanne Lynn) and multiple other co-investigators planning and executing projects relating to ethics and end-of-life care.

Director, End-of-Life Care, Institute for Ethics, American Medical Association
Chicago, IL

1997-1998

- Served as the AMA's designated expert on ethical issues in end-of-life care.
- Managed grant with \$1.5 million budget.
- Supervised 4 full-time employees and numerous contractors.
- Reconceptualized and directed the ambitious Education for Physicians on End-of-Life Care (EPEC) Project, funded by the Robert Wood Johnson Foundation.
- Established EPEC's scope, format, components, curricular design, and overall content.
- Conceived, scripted, and helped cast and direct 2 hours of video training material
- Provided expert advice and consultation in response to requests for information or analysis on ethics and end-of-life care.
- The EPEC curriculum has been highly successful, has spawned multiple spin-off projects, and is still offered (now entitled Education in Palliative and End-of-life Care).

Director, Program in Clinical Ethics, University of Illinois School of Medicine
Chicago, IL

1994-1997

- Created and led a new academic program for clinical ethics education, consultation, and research.
- Held academic appointments in Medicine (General Internal Medicine) and Medical Education (Medical Humanities).
- Supervised 2 full-time employees.
- Co-Chaired the hospital ethics committee.

- Served on the Institutional Review Board and other hospital and medical school committees.
- Served as ethics consultant for the hospital and health care system.
- Taught ethics to medical students, resident trainees, and practicing clinicians.
- Established a fellowship training program for physicians, nurses, and chaplains in clinical ethics consultation and education.
- Conducted grant-funded projects and produced scholarly work. Served as an attending physician in internal medicine.
- Active primary care practice until 1999.

Core Faculty Member, MacLean Center for Clinical Medical Ethics, University of Chicago 1992-1994

- Initiated, developed, and directed a new core course for the Ethics Fellowship program (Topics in Clinical Ethics).
- Mentored ethics fellows.
- Designed and co-led (with Mark Siegler) one of the most popular courses in the medical school.
- Performed ethics consultation in acute care, primary care, nursing home, community hospital, chronic disease hospital, research, and rehabilitation settings.
- Conducted research and produced scholarly publications.
- Served as an attending physician in internal medicine.
- Maintained an active outpatient geriatrics practice.
- Gave frequent talks and media appearances.
- Provided coverage for Mark Siegler's clinical practice in his absence.
- Founded and led a medical student-run free clinic in a homeless shelter.
- One of two faculty members selected by the medical students to attend their annual retreat.

Research Assistant, Various Institutions

1980-1985

- Harvard Medical School, Boston, MA (1983-1985)
- National Institute of Mental Health, Bethesda, MD (1982 to 1983)
- University of Virginia Medical School, Charlottesville, VA (1981 to 1982)
- Uniformed Services University of the Health Sciences, Bethesda, MD (1980 to 1981)

ACADEMIC APPOINTMENTS

Union Graduate College/Clarkson University
Professor of Bioethics (Adjunct)

2016-2018

George Washington University
Assistant Professor of Medicine (Adjunct)

1999-2000

University of Illinois at Chicago
Clinical Assistant Professor of Medicine

1997-1999

University of Illinois at Chicago
Assistant Professor of Medicine (General Internal Medicine)
Assistant Professor of Medical Education (Medical Humanities)

1994-1997

University of Chicago
Instructor of Medicine (General Internal Medicine)

1993-1994

Yale University
Clinical Instructor of Medicine

1991-1993

EXPERIENCE DESIGNING CURRICULA AND TRAINING PROGRAMS

Fox Ethics Consulting

Various Courses and Programs

2014-present

- Work with clients including universities, government entities, and health care systems to design training programs
- Provide training on clinical and organizational ethics for ethics practitioners, physicians, and other health care professionals

Union Graduate College/Clarkson University, Center for Bioethics and Clinical Leadership

2015-2017

Online Clinical Ethics Practicum

Course Director, Designer, and Teacher

- Required course for master's degree candidates in the clinical ethics track
- Intensive practical training requiring at least 12 hours per week of student time
- Designed to help students develop competencies required to perform clinical ethics consultation at a basic level

Department of Veterans Affairs/University of Chicago

VA/University of Chicago Ethics Consultation Fellowship

Fellowship Program Co-Designer and Teacher

2010-2015

- One-year intensive training program for VA physicians and other VA health care professionals
- Fellows were VA employees who were selected by VA and approved by University of Chicago through a competitive process
- Chicago-based fellowship experience was supplemented by intensive ethics consultation training and experience within VA

National Center for Ethics in Health Care, Department of Veterans Affairs

2000-2014

Director, Lead Designer, and Teacher

- Dozens of educational programs and products for ethics and health care practitioners
- Multiple training modalities including print, video, teleconference, face-to-face, video, synchronous and asynchronous distance learning

Education for Physicians on End-of-life Care (EPEC)

1997-1998

Institute for Ethics, American Medical Association

Project Director and Curriculum Designer

- Standardized train-the-trainer program
- Initially 12 modules and 12 videos

Topics in Clinical Ethics

1994-1997

University of Illinois at Chicago

Course Director, Designer, and Teacher

- Graduate course for health sciences students, CME credit for physicians
- 50 contact hours

Facing Mortality

1994-1996

University of Illinois at Chicago Medical School

Course Director, Designer, and Teacher

- Highly rated elective course for second-year medical students
- 8 contact hours

Topics in Clinical Ethics

1992-1994

MacLean Center for Clinical Medical Ethics, University of Chicago

Course Director, Designer, and Teacher

- Required core course for Ethics Fellows

- Expansive survey course on topics ranging from brain death to rationing
- Became a core component of the Fellowship
- 60 contact hours

Doctor-Patient Relationship

1991-1994

Department of Medicine, University of Chicago

Co-Course Director, Course Designer, and Teacher

- When Mark Siegler took over this required first year course for medical students, he asked me to co-direct and design it with him
- Within a year, one of the least popular courses in the medical school became a top-rated course
- Used innovative teaching techniques, popular media
- 30 contact hours

Yale Curriculum in Ethical and Humanistic Medicine

1990-1996

Yale Internal Medicine Residency Program, Yale University

Curriculum Director, Designer, and Teacher

- Proposed, designed, and launched this program while serving as Chief Resident at Yale
- Retreat-based, innovative program that was mandatory for residents
- Recruited and trained eminent faculty from various Yale schools
- Continued to direct the curriculum for five more years, periodically traveling to New Haven from Chicago
- 12 contact hours

ETHICS CONSULTATION EXPERIENCE

Fox Ethics Consulting, Arlington, VA

2014-present

- Consult on clinical, organizational, and research ethics
- Provide advice and feedback on ethics consultations performed by others
- Also provide expert witness services and consultation on projects

Veterans Health Administration, Washington, DC

1999-2014

- Oversaw ethics consultation service that performed over 200 consults per year
- Most requests came from leaders in headquarters and ethics practitioners in the field

American Medical Association, Chicago, IL

1997-1998

- Regularly responded to requests and inquiries from multiple sectors including state licensing boards, universities, non-profit organizations, and the press

University of Illinois at Chicago Medical Center, Chicago, IL

1994-1997

- Served as Hospital Ethics Consultant for three years
- Performed >100 ethics case consultations
- Co-Chaired Ethics Committee for two years

University of Chicago Hospitals, Chicago, IL

1992-1994

- Supervised ethics fellows for two years
- Participated in >100 ethics case consultations

St. Joseph's Hospital, Chicago, IL

1991-1992

- Performed 25 formal and 100 informal ethics consultations

Five Hospitals Home Health Care Program, Chicago, IL

1991-1997

- Served as Ethics Consultant for the organization
- Developed successful model ethics program for home care agencies

CLINICAL EXPERIENCE

Attending Physician – General Internal Medicine Internal Medicine Faculty Associates, University of Illinois at Chicago <ul style="list-style-type: none">• 10-20% time (outpatient and inpatient)• Specialized in managing patients with challenging behavioral problems	1994-1999
Attending Physician – Geriatrics Windermere Senior Health Clinic University of Chicago <ul style="list-style-type: none">• 20-30% time (outpatient)	1992-1994
Attending Physician – Emergency Medicine St. Mary's Hospital Waterbury, CT <ul style="list-style-type: none">• 10-20% time	1990-1991

BOARD CERTIFICATION

Diplomate, American Board of Internal Medicine, 1990
Recertified, American Board of Internal Medicine, 2000-2010, 2010-2020, 2020-present

OTHER CERTIFICATIONS

Certified Healthcare Ethics Consultant (HEC-C) HCEC Certification Commission, American Society for Bioethics and Humanities	2019-present
Executive Career Field Training Program Veterans Health Administration	2007
Healthcare Leadership Institute Certified Coach Department of Veteran Affairs	2008

CURRENT LICENSURE

Physician and Surgeon Virginia Board of Medicine	1999-present
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HONORS, AWARDS, AND RECOGNITION

#1 most cited article in the *American Journal of Bioethics* in the last 20 years

https://twitter.com/bioethics_net/status/1336724868562292741

- Recognized on the occasion of the journal's 20 year anniversary, December 2020

Commendation from Secretary, U.S. Department of Veterans Affairs, 2014

- Highest commendation for exceptional leadership and vision.

Commendation from Under Secretary for Health, U.S. Department of Veterans Affairs, 2014

- For unwavering loyalty to the mission of the Veterans Health Administration.

American Society for Bioethics and Humanities President's Award, 2012

- For service on the ASBH Board of Directors.

Innovations in American Government Award, Kennedy School of Government, Harvard, 2011

- For IntegratedEthics. Only 2 Federal agencies recognized for a top 25 innovation.

Excellence and Innovation Award, Office of Government Ethics, Department of Justice, 2011

- For IntegratedEthics.

Performance Award, Veterans Health Administration,

- 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013.

Mercedes Mentorship Award Finalist, 1998

- Awarded annually to an outstanding career woman who serves as a role model and mentor to other women in the Chicago community.

Jeannette Lappe Visiting Scholar Award, Hastings Center, 1995

- Awarded annually to a promising young bioethics scholar.

Lowell T. Coggeshall Scholarship, University of Chicago, 1991

- Awarded annually for academic study combining humanities and health sciences.

Arthur Twining Hadley Award, Yale University, 1981

- Awarded annually to the graduating social science major with the highest academic ranking.

Yale Graduation Honors, 1981

- *summa cum laude*
- Distinction in Psychology
- Phi Beta Kappa
- GPA 4.0
- Yale College Flagbearer

PROFESSIONAL BOARDS, EXPERT PANELS, AND ADVISORY GROUPS (SELECTED)

Scientific Committee, International Conference on Clinical Ethics Consultation, 2024-present

Editorial Advisory Board, *Medical Ethics Advisor*, 2023-present

Editorial Board, *American Journal of Bioethics*, 2004-present

Canadian Institutes of Health Research Workgroup on Ethics Program Evaluation in Canada, 2013-2016

International Program Committee, International Conference on Clinical Ethics Consultation, 2014-2015

Agency for Healthcare Research and Quality Advisory Group on Improving the Informed Consent Process in the Hospital Setting, 2012-2015

DARPA Neuroscience ELSI (Ethical, Legal and Social Implications) Panel, 2013-2014

Founding Member, Association of Bioethics Program Directors, 2009-2014

Board of Directors, American Society for Bioethics and Humanities (elected by member vote), 2009-2012

Editorial Board, *Virtual Mentor*, American Medical Association, 2004-2011

Clinical Ethics Consultation Advisory Committee (CECA), American Society for Bioethics and Humanities, 2008-2010

Ex Officio Member, Secretary's Advisory Commission on Genetics, Health, and Society, Department of Health and Human Services, 2004-2010

Editorial Board, *American Journal of Hospice and Palliative Medicine*, 2005-2010

National Work Group to Develop an Education Guide on Ethics Consultation, American Society for Bioethics and Humanities, 2003-2009.

Advisory Board, The Ethics of Improving Health Care Quality and Safety, The Hastings Center and the Agency for Health Care Research and Quality, 2002-2008

Ethics Think Tank, Ministry of Health, Toronto Canada, 2006

Technical Advisory Panel, Informed Consent Project, National Quality Forum, 2003-2005.

Steering Committee, Provider Education Task Force for Last Acts, Robert Wood Johnson Foundation, 1997-2003

Agency for Healthcare Research and Quality, Ethical Issues in Quality Improvement Project Task Force, 2002-2003

Secretary, Board of Directors, Americans for Better Care of the Dying, January 1999-2001

National Institute of Healthcare Research, Advisory Group on Spiritual, Cross-Cultural, and End-of-Life Issues in Medical Care, 1999

Working Group on Spiritual, Cross-Cultural, and End-of-Life Issues in Medical Education, AAMC/NIHR, 1998-1999

Bayer Institute and the Innovative Medical Education Consortium, Advisory Group on Teaching Communication Skills, 1998-1999

Expert Panel to develop a Guide to the Management of Alzheimer's Disease, American Medical Association, 1998-1999

American Association of Medical Colleges, Opinion Leaders on Medical Education, 1998

National Advisory Group to develop a Curriculum on Communicating with Cancer Patients, Innovative Medical Education Consortium/Bayer Institute, 1998-1999

National Consensus Conference on Education in End-of-Life Care, Washington, DC, 1997

Home Care Expert Panel to develop Home Care Guidelines for Physicians, American Medical Association, 1997

VOLUNTEER WORK (SELECTED)

Harvard Club of Washington DC September 2021-present
Director

Virginia Medical Reserve Core, Virginia Department of Health March 2020-present
Volunteer member of the Virginia Medical Reserve Corps, which stands ready to support the community in the event of a public health emergency. (Assignments include COVID vaccine clinic and COVID testing for arriving Afghan refugees.)

Advisor, President of Vassar College April 2020-2022
Served as an advisor to the President of Vassar College in developing their plans for students and faculty to return to work after the shutdown due to COVID-19. Proposed an "island model" which was successfully implemented in the fall of 2020 and the spring of 2021. Coauthored a JAMA article with President Bradley.

Care for Homeless People Project, University of Chicago 1993-1994
Director and Founder of free clinic staffed by medical students located in a homeless shelter on the South side of Chicago

Community Health Resource Center, Chicago 1992-1994
Volunteer at independent free clinic for the uninsured and underinsured

PUBLICATIONS (SELECTED)

Fox, E, Wasserman, JA. Clinical Ethics Fellowship Programs in the U.S. and Canada: A Descriptive Study of Program Characteristics and Practices. *The American Journal of Bioethics* 2024, 1–16. <https://doi.org/10.1080/15265161.2024.2388723>

Fox E, Wasserman JA. Clinical ethics fellowship programs in the U.S. and Canada: Program directors' opinions about accreditation and funding. *AJOB Empirical Bioethics* 2024. In press.

Fox E, Danis M, Tarzian AJ, Duke CC. Ethics consultation in U.S. hospitals: A national follow-up study. *The American Journal of Bioethics* 2021; 5-18. <https://doi.org/10.1080/15265161.2021.1893547>

Fox E, Tarzian AJ, Danis M, Duke CC. Ethics consultation in U.S. hospitals: Opinions of ethics practitioners. *American Journal of Bioethics* 2021; 19-30. <https://doi.org/10.1080/15265161.2021.1893550>

Fox E, Duke CC. Ethics consultation in U.S. hospitals: Determinants of consultation volume. *The American Journal of Bioethics* 2021; 31-37. <https://doi.org/10.1080/15265161.2021.1893548>

Fox E, Tarzian AJ, Danis M, Duke CC. Ethics consultation in US hospitals: Assessment of training needs. *The Journal of Clinical Ethics* 2021; 32(3):1-9. <http://www.clinicalethics.com/2021323001.pdf>

Tarzian AJ, Fox E, Danis M, Duke CC. Ethics consultation in U.S. hospitals: Adherence to national practice standards. *AJOB Empirical Bioethics* 2021; 10-21. <https://doi.org/10.1080/23294515.2021.1996118>

Fox E, Danis M, Tarzian AJ, Duke CC. Ethics consultation in U.S. hospitals: New findings about consultation practices. *AJOB Empirical Bioethics* 2021; 1-9. <https://doi.org/10.1080/23294515.2021.1996117>

Danis M, Fox E, Tarzian AJ, Duke CC. Health care ethics programs in U.S. Hospitals: Results from a national survey. *BMC Medical Ethics* 2021; 107. <https://doi.org/10.1186/s12910-021-00673-9>

Bradley EH, An MW, Fox E. Reopening colleges during the coronavirus disease 2019 (COVID-19) pandemic—One size does not fit all. *JAMA Network Open*, July 31, 2020; 3(7):e2017838. <https://doi.org/10.1001/jamanetworkopen.2020.17838>

Fox E, Tarzian A. Unanswered questions about clinical ethics expertise. *American Journal of Bioethics* 2019; 19(11):91-94.

Foglia MB, Lowery J, Sharpe VA, Tompkins P, Fox E. A comprehensive approach to eliciting, documenting, and honoring patient wishes for care near the end of life: The Veterans Health Administration's Life-Sustaining Treatment Decisions Initiative. *Joint Comm J on Quality and Patient Safety*, published online 08/17/2018. [www.jointcommissionjournal.com/article/S1553-7250\(18\)30043-6/fulltext](http://www.jointcommissionjournal.com/article/S1553-7250(18)30043-6/fulltext)

Fox E. New Center for Ethics in Health Care: Aiming to make a difference through systems change. *Health Affairs Blog*, October 13, 2016. <https://doi.org/10.1377/hblog20161013.057051>

Fox E. Reframing the evaluation of clinical ethics programs to better fit organizational needs. *Bioethica Forum* 2016; 9(2): 82-5. http://www.bioethica-forum.ch/docs/16_2/07_Fox_BF9_2.pdf

Fox E. Strategies to improve health care ethics consultation: bridging the knowledge gap. *AMA Journal of Ethics* 2016; 18(5): 528-533. <http://journalofethics.ama-assn.org/2016/05/pfor1-1605.html>

Fox E. The road to certification for clinical ethics consultants: finding our bearings. *American Journal of Bioethics* 2016; 16(3):33-35. <https://www.tandfonline.com/doi/abs/10.1080/15265161.2015.1134713>

Pearlman RA, Foglia MB, Fox E, Berkowitz K. Ethics Consultation Quality Assessment Tool: a novel method for assessing the quality of ethics case consultations based on written records. *American Journal of Bioethics* 2016; 16(3):3-14. <https://www.tandfonline.com/doi/abs/10.1080/15265161.2015.1134704>

Cohen JK, Foglia MB, Kwong K, Fox E. How do healthcare employees rate the ethics of their organization? An analysis based on VA Integrated Ethics Staff Survey data. *Journal of Healthcare Management / American College of Healthcare Executives* 2015; 60(3):169-185.

Fox E. Developing a certifying examination for health care ethics consultants: Bioethicists need help. *American Journal of Bioethics* 2014; 14(1): 1-4. <http://tinyurl.com/p668vge>

National Center for Ethics in Health Care. *Planning for Future Health Decisions...My Way*. Washington, DC: Department of Veterans Affairs, 2014. https://www.ethics.va.gov/docs/PMW/Planning_My_Way_with_VA_Advance_Directive_Form.pdf

Fox E (Ed.). Special Issue: Ethics quality in the VA health care system. *American Journal of Bioethics Primary Research* 2013;4(1): 1-77. <http://www.tandfonline.com/toc/uabr20/4/1#.UTF7flhdqt>

Fox E. Evaluating ethics quality: Looking back & looking forward. *American Journal of Bioethics Primary Research* 2013;4(1):71-7.

Pearlman R, Bottrell M, Altemose J, Foglia M, Fox E. The Integrated Ethics Staff Survey: A tool to evaluate & improve ethical practices in health care. *American Journal of Bioethics Primary Research* 2013;4(1):7-19. <https://www.tandfonline.com/doi/full/10.1080/21507716.2012.752416>

Foglia M, Cohen J, Pearlman R, Bottrell M, Fox E. Perceptions of ethical leadership & the ethical environment & culture. *American Journal of Bioethics Primary Research* 2013; 4(1):44-58. <https://www.tandfonline.com/doi/full/10.1080/21507716.2012.751070>

Pearlman R, Cohen J, Foglia M, Fox E. Perceptions of clinical ethics practices. *American Journal of Bioethics Primary Research* 2013;4(1):20-33. <https://www.tandfonline.com/doi/full/10.1080/21507716.2012.752418>

Pearlman R, Cohen J, Foglia MB, Fox E. Perceptions of research ethics practices. *American Journal of Bioethics Primary Research* 2013; 4(1):34-43. <https://www.tandfonline.com/doi/full/10.1080/21507716.2012.752417>

Bottrell M, Pearlman R, Foglia M, Fox E. The Integrated Ethics Facility Workbook: An evaluation tool to support health care ethics program implementation & quality management. *American Journal of Bioethics Primary Research* 2013; 4(1):59-70. <https://www.tandfonline.com/doi/full/10.1080/21507716.2012.751465>

Tarzian A et al. Competencies & emerging standards from the ASBH's Core Competencies Update Task Force. *American Journal of Bioethics* 2013;13(2):3-13.

Foglia M, Fox E, Chanko B, Bottrell M. Preventive ethics: Addressing ethics quality gaps on a systems level. *Joint Commission Journal* 2012;38(3):103-11. http://www.academia.edu/download/51179560/Preventive_ethics_addressing_ethics_qual20170104-18893-66e0f5.pdf

American Society for Bioethics and Humanities Core Competencies Task Force. *Core Competencies for Health Care Ethics Consultation*, 2nd edition. Glenview, IL: American Society for Bioethics and Humanities, 2011. <http://www.asbh.org/publications/content/core-competencies.html>

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Foglia MB, Pearlman RA, Bottrell M, Altemose JK, Fox E. Ethical challenges within Veterans Administration facilities: perspectives of managers, clinicians, patients, and ethics committee chairpersons. *American Journal of Bioethics* 2009; 9(4):28-36.

American Society for Bioethics and Humanities Clinical Ethics Task Force. *Improving Competencies in Clinical Ethics Consultation: An Education Guide*. Glenview, IL: American Society for Bioethics and Humanities, 2009. <http://www.asbh.org/publications/content/education-guide.html>

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Fox E, Berkowitz KA, Chanko BL, Powell T. *Ethics Consultation: Responding to Ethics Questions in Health Care*. Washington, DC: Department of Veterans Affairs, 2006. <http://goo.gl/zQIO8M>

Fox E, Bottrell M, Foglia MB, Stoeckle R. *Preventive Ethics: Addressing Ethics Quality Gaps on a Systems Level*. Washington, DC: Department of Veterans Affairs, 2006. <http://goo.gl/5VWtkG>

Fox E, Crigger B, Bottrell B, Bauck P. *Ethical Leadership: Fostering an Ethical Environment and Culture*. Washington, DC: Department of Veterans Affairs, 2006. <http://goo.gl/lro9M7>

MacRae S, Fox E, Slowther A. "Clinical Ethics and Systems Thinking." In Singer PA (Ed.), *Bioethics for Clinicians*. Cambridge: Cambridge University Press, 2007.

Fox E, Daskal F, Stocking C. Ethics consultants' recommendations for life-prolonging treatment of patients in a persistent vegetative state: A follow-up study. *J of Clinical Ethics* 2007; 18(1):64-71.

Fox E, Meyers S, Pearlman RA. "Ethics Consultation in U.S. Hospitals: A National Survey." Reprinted in Jecker NS, Jonsen AR, Pearlman RA (Ed.) *Bioethics: An Introduction to the History, Methods, and Practice*. Sudbury, MA: Jones and Bartlett, 2007.

Fox E, Meyers S, Pearlman RA. Response to open peer commentaries on "Ethics consultation in U.S. hospitals: A national survey." *American Journal of Bioethics* 2007; 7(2):W1

Fox E, Meyers S, Pearlman RA. Ethics consultation in United States hospitals: A national survey. *American Journal of Bioethics* 2007; 7(2):13

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