

The Profit Motive And Patient Care: The Changing Accountability Of Doctors And Hospitals (Twentieth Century Fund Report)

Our market system has evolved in line with capitalist philosophy, and at its heart is profit. But while profit can be a powerful motive, it is not always used responsibly and, in the worst cases, this can have damaging effects at a wider level. The calls for a corporate conscience grow louder, but no one has yet suggested an alternative to profit that people find as compelling. Profit is here and now. In this climate, the solution is to refine the profit motive, not replace it. We all value things, and we're all motivated by what we value. If value could replace the profit motive, it would reconcile the interests of CEOs, shareholders, citizens and government. Profits would still rise but at the same time society would gain value. This book is a call to manage for maximum value – to follow The Value Motive. Kearns Endorsements "In 'The Value Motive,' Paul Kearns clarifies the confusing concept of 'value' and shows how it can be used to transform thinking and action in organizations. Paul's books are always stimulating and controversial, and this one is no exception. If you are interested in creating more value in your organization and

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willing to have your existing mental models challenged, then you should read this book!"

—Dean Spitzer, Performance Measurement Thought Leader, IBM Research, and author of "Transforming Performance Measurement" USA "I

have worked with a host of HR professional over the years. To date I know of noone that compares to Paul when it comes to presenting the issues and challenges of managing human capital and providing practical approaches for doing so. Like his past books, The Value Motive, brings clarity to a world of HR, which often is filled with disarray and recommendations that tend to be driven by political correctness rather than by the intent to produce value. Paul's discussion of value as a driving force in organizations (in addition to profit) brings together the worlds of for and not for profit organizations. It also provides an overarching theme that includes the best interest of all stakeholders, customers, community and shareholders alike. This certainly represents a very much needed approach." —Finnur Oddsson, Ph.D., Director of MBA Programs & Executive Education, Reykjavik University, Iceland "This is a timely, forward-looking, and convincing exposition delving into why value is a better determination of sustained ROI than profit. Paul provides simple, yet valid methodology regarding how much value is added by any organizational activity. His writings are a must for anyone measuring the true

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effectiveness of people development, an organization's primary value-added activity."

—Tery Tennant, Attainment, Inc, USA

Most businesses are driven to maximize profit, but what does this drive really mean in action? In *Profit Motive: What Drives the Things We Do* economist Charles Sauer makes the case that identifying your own and others' "Profit Motives" provides the foundation for running a successful business, being an effective leader, a good consumer, and getting what you really want out of life. In this highly praised new treatise on economic behavior, Sauer examines how businesses make decisions in pricing and employment and how the search for long-term profit can mean adopting practices that may seem contrary to fundamental capitalist principles. But the Profit Motive analysis goes well beyond the realm of finance and corporate decision-making to explain how gaining a profit, or a benefit, is the motivating force behind an endless array of choices made by everyone from large organizations to individuals and their families?and everything in between.

The Restricted Nature of the Profit Motive

Profiteering in American Medicine

The Twilight of the Profit Motive

The Profit Motive in Education

The Profit Motive and "maximum" Profits

The Changing Accountability of Doctors and Hospitals

This essay investigates the permissible limits of

the profit motive in business contexts by examining theory and cases from law, business, and economics. This essay aims to remind the reader that the theoretical principles upon which the profit motive is founded require abidance to law, ethics, and customary societal rules. Accordingly, the application of the profit motive as a purported justification for illegal or immoral business decisions does not withstand scrutiny. Part I distinguishes between restricted and unrestricted profit motives, and illustrates this distinction by the use of three business cases that improperly appeal to the unrestricted profit motive. Part II utilizes economic theory to reveal the restricted nature of the profit motive. Part III utilizes legal cases to display the restrictions placed on the profit motive by law. Finally, Part IV suggests that the unrestricted profit motive often results from intra- and inter-organizational power imbalances and contends that curbing such imbalances will aid in the proper application of the restricted profit motive.

In this collection of provocative essays, Joseph Heath provides a compelling new framework for thinking about the moral obligations that private actors in a market economy have toward each other and to society. In a sharp break with traditional approaches to business ethics, Heath argues that the basic principles of corporate social responsibility are already implicit in the institutional norms that structure both marketplace competition and the modern business corporation. In four new and nine

previously published essays, Heath articulates the foundations of a "market failures" approach to business ethics. Rather than bringing moral concerns to bear upon economic activity as a set of foreign or externally imposed constraints, this approach seeks to articulate a robust conception of business ethics derived solely from the basic normative justification for capitalism. The result is a unified theory of business ethics, corporate law, economic regulation, and the welfare state, which offers a reconstruction of the central normative preoccupations in each area that is consistent across all four domains. Beyond the core theory, Heath offers new insights on a wide range of topics in economics and philosophy, from agency theory and risk management to social cooperation and the transaction cost theory of the firm.

The Virtues and Limits of Markets

A Study of the Profit Motive

The Profit Motive and the Christian Ethic, Etc

D006285, Appellants Appendix

**Perspectives from Law, Business, and
Economics**

**Competition and the Profit Motive in the
Hospital Industry**

THE PROFIT MOTIVE/THE PROPHET'S MOTIVE

is aligned with the Occupy Movement's concerns even though it was not specifically written for or about the movement. The book focuses on the main cause of economic disparity-the profit motive-and about bringing morality into the

current world economic system-the prophet's motive-to change economic disparity. The unique flip-book design reflects the opposite nature of these two concepts. The profit motive says that the underlying reason for business is to make a profit, by nearly any means possible. And therein lies the problem of capitalism: It's a selfish system, and any system that's based on selfishness is bound to be either terribly unbalanced or fail entirely, just as in personal relationships. On the flip side is the prophet's motive. True prophets do not believe in profiting from what they perceive is a gift given them by God to share with the rest of the world. Prophets are more concerned with the human condition of the individual's soul or heart, and the prophet's motive is based on the Golden Rule: . "Do unto others as you would want others to do unto you." Unfortunately, this basic premise is often perverted to "He who has the gold rules." The Ten Commandments are based on the Golden Rule, as are so many of our laws, but this all goes out the window when it comes to finance. We have failed to intertwine morality and finance because we have embraced the profit motive rather than the prophet's motive. With colorful stories, both fictional and real, and practical steps for solutions to the problems we all face today, The Profit Motive/The Prophet's Motive is

truthful, entertaining, serious, funny, controversial, enlightening, and challenging to our own perceptions of reality. The author, Leif P. Damstoft, wrote this book "as a way to help direct the conversation of our nation and the world's current issues towards a more positive ends by using positive means. It's time for each of us to think about our part in this system and whether or not we can continue supporting this kind of injustice." ABOUT THE AUTHOR Leif P. Damstoft Sr. has lived in nNortheast Ohio all of his life. He has always been active in writing and in politics. Heand ran as a Democrat for the State Senate twice. He is also an accomplished guitarist and songwriter and has self-produced several CDs. He runs a sound and lighting company for local and national acts, and most recently his production company was used for the Music Is Art Festival in downtown Warren. He has two children, Leif Jr. and Katarina, and two grandchildren. Leif and his second wife, Jeanette, have been married a little over a year. War Is a Racket is a speech and a 1935 short book, by Smedley D. Butler, a retired United States Marine Corps Major General and two-time Medal of Honor recipient. Based on his career military experience, Butler frankly discusses how business interests commercially benefit (including war profiteering) from warfare. He had

been appointed commanding officer of the Gendarmerie during the United States occupation of Haiti, which lasted from 1915 to 1934.

Everything for Sale

Ubuntu, the Profit Motive and the Quest for Meaning in a Firm

Death, Revenge and the Profit Motive

Ownership Form and the Evolution of the U.S. Hospital Industry

A Biologist Looks at the Profit Motive

"We examine the evolving structure of the U.S. hospital industry since 1970, focusing on how ownership form influences entry and exit behavior. We develop theoretical predictions based on the model of Lakdawalla and Philipson, in which for-profit and not-for-profit hospitals differ regarding their objectives and costs of capital. The model predicts for-profits would be quicker to enter and exit than not-for-profits in response to changing market conditions. We test this hypothesis using data for all U.S. hospitals from 1984 through 2000. Examining annual and regional entry and exit rates, for-profit hospitals consistently have higher entry and exit rates than not-for-profits. Econometric modeling of entry and exit rates yields similar patterns. Estimates of an ordered probit model of entry indicate that entry is more responsive to demand changes for for-profit than not-for-profit hospitals. Estimates of a discrete hazard model for exit similarly indicate that negative demand shifts increase

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the probability of exit more for for-profits than not-for-profits. Finally, membership in a hospital chain significantly decreases the probability of exit for for-profits, but not not-for-profits"--National Bureau of Economic Research web site.

In this highly acclaimed, provocative book, Robert Kuttner disputes the laissez-faire direction of both economic theory and practice that has been gaining in prominence since the mid-1970s. Dissenting voices, Kuttner argues, have been drowned out by a stream of circular arguments and complex mathematical models that ignore real-world conditions and disregard values that can't easily be turned into commodities. With its brilliant explanation of how some sectors of the economy require a blend of market, regulation, and social outlay, and a new preface addressing the current global economic crisis, Kuttner's study will play an important role in policy-making for the twenty-first century. "The best survey of the limits of free markets that we have. . . . A much needed plea for pragmatism: Take from free markets what is good and do not hesitate to recognize what is bad."—Jeff Madrick, Los Angeles Times "It ought to be compulsory reading for all politicians—fortunately for them and us, it is an elegant read."—The Economist "Demonstrating an impressive mastery of a vast range of material, Mr. Kuttner lays out the case for the market's insufficiency in field after field: employment, medicine, banking, securities, telecommunications, electric power."—Nicholas Lemann, New York Times Book Review "A powerful empirical broadside. One by one,

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he lays on cases where governments have outdone markets, or at least performed well."—Michael Hirsh, Newsweek "To understand the economic policy debates that will take place in the next few years, you can't do better than to read this book."—Suzanne Garment, Washington Post Book World

War is a Racket

What Drives the Things We Do

Profit Motive

Morality, Competition, and the Firm

Too Big to Succeed

Christianity and the Profit Motive

The first few chapters of the book help you realize what you think about and which of your thoughts are part of your own money making process. Mid way into the book, you read about how to choose the most economical courses for moneymaking actions. Several more chapters show how to apply management decision making techniques for greater efficiency. Other chapters show you how to be a constant money making generator.

In this penetrating analysis, Bradford Gray tackles the thorny issues surrounding the question of to whom and for what our physicians and hospitals are accountable. This book provides a careful evaluation of the mechanisms of accountability that have developed along with a growing profit orientation of health care, and it alerts us to

**keep a sharp eye focused on who is looking
out for the interests of the patient.**

Profit Motive 101

The Profit Motive

An Address

U Power Elite

The Rightness of the Profit Motive

Safety at Work and the Profit Motive

The Profit Motive and Patient Care
The Changing Accountability of Doctors and Hospitals
Harvard University Press

The UK government in common with the governments of many Western countries is in the midst of implementing policies to reform education. However, the government has, as a matter of principle, decided that profit-making schools cannot provide state-funded education even if they would lead to substantial improvements in quality. This monograph makes the case for widespread acceptance of the profit motive in education. It does so not by presenting statistics that demonstrate that profit-making organisations could drive up quality there is already a substantial literature on this. Instead, the authors show how profit-making organisations could create an entirely new dynamic of entrepreneurship and innovation. As well as improving quality and reducing costs within existing models, such an approach could

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lead to the development of completely new ways of providing education. The authors of this monograph have a range of international experience. Many of them have run profit-making schools in countries more accepting of the profit motive than the UK, such as Sweden. Others have struggled against the odds to participate in education reform programmes in the UK. Overall, this collection makes an important contribution to the international debate about education reform

The Profit Motive and the Public Interest
The Market Failures Approach to Business Ethics

Defending Shareholder Value Maximization
Is There a Satisfactory Substitute for the Profit Motive?

The Prophet's Motive Bringing Morality Into Economics: Right Or Wrong

Can the Profit Motive be Reconciled to Ethical Business Practice?

Includes information on advertising, conflicts of interest, cost of pharmaceuticals, direct to consumer advertising, advertising to patients, Pfizer, pricing of pharmaceuticals, profit motive, samples of pharmaceuticals, etc.

Medicine in the United States is big business. We spend 50 percent more on health care per capita than other developed countries, but a multitude of measures indicate that we are not getting health-care value for our money. In

Too Big to Succeed, author Dr. Russell J. Andrews details why health care in America has become more expensive but less effective and outlines a new paradigm for health-care delivery. Too Big to Succeed describes how American medicine is on an unsustainable course: costs are increasing while benefits are deteriorating in comparison with other developed nations. Beginning with the Hippocratic Oath and the the premedical student, Andrews traces the myriad ways in which the profit motive has infiltrated American medicine—including medical school training, current models of health-care delivery, medical professional societies, medical research, and medical drug and device development. Presenting an insider's look into the current crisis in health care, Andrews demonstrates that until both the physician and the patient return to the relationship that underlies medicine, physicians will not experience the joy of healing those who seek their help and patients will not appreciate that a good physician is a permanent part of their lives.

Ethical Standards and the Marketing of Prescription Drugs
California. Court of Appeal (4th Appellate District).

Division 2. Records and Briefs

(chapter IV of the Forthcoming Book Price-making in a
Democracy)

The Profit Motive and Patient Care

The Dichotomous Nture of Capitalism

Does the Profit Motive Make Jack Nimble?

DIVIn America today, a public official's

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lawful income consists of a salary. But until a century ago, the law frequently authorized officials to make money on a profit-seeking basis. Prosecutors won a fee for each defendant convicted. Tax collectors received a cut of each evasion uncovered. Naval officers took a reward for each ship sunk. The list goes on. This book is the first to document American government's "for-profit" past, to discover how profit-seeking defined officials' relationship to the citizenry, and to explain how lawmakers—by banishing the profit motive in favor of the salary—transformed that relationship forever./div

A Summary of the Current State of Research
The Value Motive
The Only Alternative to the Profit Motive
The Prosperity Dilemma
The Profit Motive by Anthony Flew
Continuing the Revolution