



Impact Report

September 2025 – August 2026

BIOETHICS IN ACTION.

Our mission: to raise and respond to ethical issues in health and healthcare. Our vision: ethical discourse and action advancing the health and dignity of all persons.

ABOUT CPB

What is an ethical dilemma in healthcare?

The Center for Practical Bioethics' mission — **to raise and respond to ethical issues in health and healthcare** — has not changed in decades. What has changed drastically is the complexity, divisiveness, and number of issues that healthcare administrators, clinicians, policymakers and, of course, patients and families are faced with.

Our vision is that ethical discourse and action advance the health and dignity of all persons. We help patients, families, caregivers and institutions resolve ethical dilemmas.

It sounds complicated, but it comes down to **situations where two or more morally acceptable options conflict**, or when equally defensible courses of action must be weighed. Because there is no “right” answer, everyone involved must weigh conflicting values, rights, and professional duties to find the best outcome — for example:

- **A patient refuses life-saving medical treatment.**
- **A family requests that a poor prognosis be withheld from the patient.**
- **The guardian of a developmentally delayed, terminally ill teenager needs guidance.**
- **An incapacitated patient is kept alive in pain because family members can't agree.**
- **A family refuses organ transplantation because of concerns about defining death.**
- **A clinician believes diagnostic results from an AI tool may be biased.**
- **A hospital struggles to distribute a scarce resource to patients with equal need.**

CPB provides recommendations, guidance and education for decision making in such situations, as well as support in developing policies to address them going forward. Our team possesses a philosophical orientation and disciplined rationality, enabling us to apply **neutral, fair and just principles** even in highly emotional situations.

We act as an **ethical compass** in health and healthcare — empowering a path toward clarity through empathy, neutrality, and actionable ethics services.

A LETTER FROM THE CEO

Supporters like you are the backbone of the mission.

Your support enables our bioethicists to take calls 24/7, never knowing what the next case will be about.

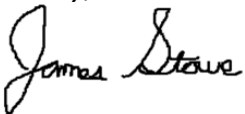
- **How to safely resolve a challenging discharge.**
- **When is it ethical to withhold or withdraw treatment?**
- **What is the best way to communicate with parents who disagree with clinicians' recommendations?**
- **How to ensure that a hospital's organ transplant procedures meet the highest ethical standards?**

Your generosity helps families make impossible decisions amidst pain and suffering, alleviates conditions that cause doctors and nurses to burn out, and supports hospitals in maintaining their reputations for excellence.

It also helps the Center offer programs and resources that help people community-wide respond to ethical issues that impact healthcare systems and the care they provide.

You made such a difference, and I'm so pleased to share a snapshot of the good work you made possible over the past year.

Warmly,

A handwritten signature in black ink that reads "James Stowe". The signature is written in a cursive, flowing style.

James Stowe, PhD

PRESIDENT AND CEO

REFLECTIONS FROM OUR BOARD CHAIR

Embedding ethics consultation services.

Like so many nonprofit organizations, the Center is focused on solidifying its core work and positioning for the future.

With your help, our 2026 impact demonstrates this focus. Looking back at the past year, the organization has increased revenue through delivering services and consultation to a variety of healthcare organizations.

It is gratifying to know that embedding an ethics consultation service helps healthcare do the right thing while also reducing costs. The Center provides swift, clinically relevant recommendations, and it's no wonder this helps to reduce strain on clinicians and the patients and family members who matter most.

Having personally seen the impact of this work up close this summer in my family's own end-of-life situation, I can't wait to see what will come next in raising and responding to ethical issues in health and healthcare!

Warmly,



Maggie Neustadt, JD, CPHRM, FASHRM

Board and Executive Committee Chair

Why practical bioethics?

Every day, in hospitals and hospices across the region, clinicians and families face decisions where every available option carries moral weight. The Center exists so that no one has to navigate those decisions alone.



“We aren’t directive in our counsel. But we aren’t passive either. We are bioethics in action, pointing a path toward clarity.”

YEAR IN REVIEW

Focus on Fundamentals

Our accomplishments in 2025 and 2026 have been built around **people, programs, and partnerships**.

PEOPLE

CPB Ethics Services are led by nationally recognized bioethicists whose expertise spans clinical consultation, professional education, and policy development.

We elevated **Ryan Pferdehirt, D.Bioethics, HEC-C**, to the endowed Rosemary Flanigan Chair, supported by **Cassandra Shaffer Johnson**, Program Director — with **41% year-over-year growth in earned revenue** at the last cycle.

With the hiring of **Kayhan Parsi, JD, PhD, HEC-C**, and **Nanette Elster, JD, MPH**, we transformed our endowed John B. Francis Chair into a co-chair position focused on program research and development.

PROGRAMS

We are focusing on development and expansion of Ethics Services and analyzing other programs for what is working best and what needs to be set aside. We are strategically reviewing our work in Ethical AI, and we have incorporated Advance Care Planning into Ethics Services.

Core Ethics Services agreements include membership in the Ethics Committee Consortium and the Ethical AI Consortium, as well as institutional policy development assistance.

Advisory Ethics Services agreements may also include real-time inpatient consultations, grand rounds for clinicians, policy and ethics integration, and Ethical AI oversight.

PARTNERSHIPS

Key partners are the growing number of **health systems and hospitals** with which we hold agreements.

Collaborations with **area universities** — including the University of Kansas, Kansas City University, and the University of Missouri–Kansas City — range from service agreements to community events.

Through a Kauffman Foundation grant to i.c. stars, the Center is helping regional employers train staff and emerging talent in **ethical AI**. We also work with the American Academy of Family Physicians, American Society for Bioethics and Humanities, and ChangeLab Solutions.

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BIOETHICS IN ACTION

A year of impact, by the numbers

25

HOSPITALS & HEALTH SYSTEMS
WITH ETHICS SERVICES PARTNER
AGREEMENTS*

300+

ETHICS CONSULTATIONS PROVIDED
BY CPB BIOETHICISTS**

24/7

AVAILABILITY OF CPB
BIOETHICISTS, WHATEVER THE NEXT
CASE BRINGS

* An agreement may be with a single facility or multiple facilities within a health system.

** An ethics consultation is a service where — upon request of a hospital, hospice or health system — a CPB bioethicist helps a patient, family, medical staff and/or administration navigate a complex moral or value-based conflict in patient care.

Two endowed chairs assumed leadership in clinical ethics,
research and education.

Rosemary Flanigan Chair

Friends and colleagues of Sister Rosemary Flanigan, CSJ, PhD — renowned philosophy professor and past CPB Board Chair — were honored in 2006 to establish a chair in her name. In 2025, **Ryan Pferdehirt, D.Bioethics, HEC-C**, succeeded the inaugural chair, Tarris (Terry) Rosell, DMin, PhD,

John B. Francis Co-Chairs

In September 2025, the Center announced the appointment of **Kayhan Parsi, JD, PhD, HEC-C**, and **Nanette Elster, JD, MPH**, bringing excellence in clinical ethics practice, teaching and scholarship. Both continue as professors at the Neiswanger Institute for Bioethics at Loyola University Chicago

Speaking and Teaching

CPB staff deliver lectures, present at conferences, teach in universities, speak to high school students and community groups, serve on panels, appear in podcasts, and provide comments to the media.

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Bringing bioethics to the community

COMMUNITY EVENTS

Breakfast of Champions

This new event brought the community together at the College Basketball Experience, raising funds to provide **175 ethics consultations**.

Rosemary Flanigan Lecture — 30th Annual

Patrick T. Smith, PhD, Associate Professor of Theological Ethics and Bioethics at Duke University, presented “*Jazz, Bioethics, and the Moral Practice of Medicine*” at the GEM Theatre.

Screening Bioethics

Videophiles gathered online for this new series exploring bioethics topics in popular media. The first episode in March examined *The Pitt*’s portrayal of ethical issues. The second episode in July explored autonomy at the end of life as depicted in *The Pitt*, *Dying for Sex*, and *Hacks*.

BIOETHICS RESOURCES

Bioethics Bulletin

CPB announces educational opportunities, events, and new resources on bioethics in healthcare in its monthly newsletter.

Ethics Dispatch

This monthly publication for people interested in healthcare ethics features a hot topic and related bioethics case study with musings from a philosophical perspective.

CPB Blog

CPB staff publish essays on current issues in bioethics.

Peer-Reviewed Publications

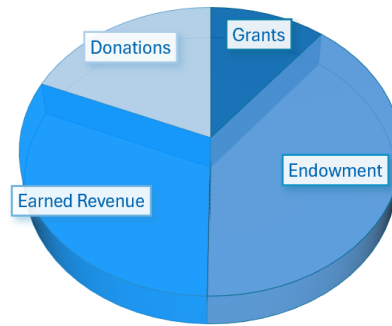
A groundbreaking article by Ryan Pferdehirt, Maggie Neustadt and Alexandra Slodov — documenting the positive impact of clinical ethics consultation on improved patient experience while reducing costs and clinical burnout — appeared in *Management in Healthcare*.

FINANCIALS · BOARD · STAFF

Stewardship & leadership

INCOME 2026

Grants	134,585
Endowment	492,298
Earned Revenue	388,176
Donations	232,500
Total Income	\$1,247,559



EXPENSES

Salaries, Benefits and Employee Costs	737,995
Contract Services	352,571
Program and Operational Expenses	116,852
Conferences, Meetings, and Travel	23,200
Total Expenses	\$1,230,618



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