

Curriculum Vitae



Michael H. Kanter, M.D.

Personal Data:

DOB: March 21, 1956

Married; two children

POSITIONS HELD

Kaiser Permanente

2018 – Present

Chair Clinical Science Department
Professor of Clinical Science
Kaiser Permanente School of Medicine

KP School of Medicine
100 S. Los Robles Ave.
Pasadena, CA 91101

Kaiser Permanente

2015 – 2019

Executive Vice President and Chief Quality Officer
Member, KP National Quality Committee
Member, National Permanente Quality Board

The Permanente Federation, LLC
1 Kaiser Plaza
Oakland, CA 94612

Responsibilities: Oversight of the quality programs for the national Kaiser Permanente Program involving the quality of care provided by over 20,000 physicians for more than 12 million members; additionally, oversight of the Kaiser Permanente Care Management Institute.

Accomplishments:

- Creation of the Permanente Quality Board, the first formal Board that oversees the quality of care delivered by the Permanente Medical Groups to over 12 million members.
- Creation of the Quality Strategy for Kaiser Permanente (2016).
- Creation of the Safety Management System for Kaiser Permanente (2016).
- Reorganized the quality section of the Permanente Federation (2016).
- Launched teams to nationally spread work on depression care management, end stage renal disease, joint surgery, palliative care, behavioral health, complex care, and life care planning.
- Reorganized interregional chiefs' groups to coordinate specialty care and emerging therapeutic and specialty drugs.

Kaiser Permanente

2004 – 2019

**Regional Medical Director,
Quality & Clinical Analysis****Southern California Permanente
Medical Group (SCPMG)***393 E. Walnut Street
Pasadena, CA 91188*

Responsibilities: Daily management of quality activities for the 4.2 million members in the Southern California Kaiser Permanente Region, including HEDIS results, JCAHO core measures, Leapfrog survey results, peer review, hospital quality and performance improvement, patient safety, risk management, population care management, technology assessment and deployment of new technology, creation and implementation of evidence-based guidelines, lab utilization, drug utilization, radiology utilization, research and evaluation, analysis of outpatient access and patient satisfaction, member health education and shared decision making, continuing medical educational programs for physicians, graduate medical education, regional clinical laboratory and regional department of genetics, and collaboration with marketing department for demonstration of value to large purchaser groups.

Accomplishments:

- Creating and implementing E-SCOPE (Evidence Scanning for Clinical and Operational Practice Efficiencies) which monitors the published literature looking to identify best practices NOT already implemented with Kaiser Permanente. Published in NEJM Catalyst 2017.
- Elimination of many cardiovascular health disparities in KP in California between African Americans and Caucasians in the Medicare population as reported by researchers in the New England Journal of Medicine, 2014.
- Designed and implemented Complete Care, a new model of care for chronic disease and preventive care (Wall Street Journal, 2014). This model has resulted in transformative care improvements resulting in the KP SCAL region being ranked No. 1 out of approximately 500 health plans in the country for Medicare three years in a row by Consumer Reports and has been published in the Joint Commission Journal on Patient Safety.
- Co-led the development of a business case for the KP School of Medicine and member of the Design and Implementation Team. School to open in 2020.
- Designed and implemented the KP SureNet program, one of the only large scale programs that mitigates diagnostic error using electronic surveillance to close the loop on test results in over one million patients, reduced to zero malpractice claims for delay in diagnosis of prostate cancer in KP-SCAL, received the Innovation Award from the National Business Coalition for Health (2012) and been presented at the IOM meeting on Diagnostic Errors (2014). This program spans over 40 conditions ranging from diagnosis of colon cancer to identifying use of hazardous medications in the elderly (U.S. News & World Report, 2016).

- Designed and implemented the Proactive Office Encounter (POE) in more than 200 office facilities with over 12 million visits per year. POE creates customized checklists of care gaps for patients presenting in ambulatory settings in all specialties including primary care. (Innovation Award from the National Business Coalition for Health 2010.)
- Designed and implemented cardiovascular mortality reduction program with a 50% reduction in the incidence of acute myocardial infarction from 2000 to 2014.
- Implemented the online Personal Action Plan, a sophisticated patient portal that allows patients to self-manage a wide variety of conditions and preventive care including obstetrical care, pediatrics, and adult primary care (published in the American Journal of Preventive Medicine, 2014). It has received an Innovation Award from the National Business Coalition for Health in 2015.
- Improved HEDIS rates to become national leader.
- Leapfrog “Top Hospitals in America” designation in multiple Southern California Kaiser Permanente hospitals.
- First health plan to obtain an 8-star rating from the California Office of the Patient Advocate.
- Implemented a unique language concordance program for patients with limited English proficiency. This program matches patients with limited English proficiency with physicians who are bilingual in the patients’ preferred language. It has resulted in increasing the percent of visits where the physician is fluent in the patients’ preferred language from 25% to 45% for a total of approximately 6 million primary care office visits per year. (Innovation in Multicultural Health Award, NCQA , 2009).
- Consistently a Top 10 Health Plan for Medicare in NCQA rankings. Improved national commercial rankings from over No. 100 to No. 7, and achieved Medicare ranking of No. 1 in 2012, 2013, and 2014.
- Member of Demographic Data Collection study group which determined policies and methods for collection of race/ethnicity for the Kaiser Permanente Program.
- Member, Kaiser Permanente National Diversity Council, 2010-2012.

ADDITIONAL POSITIONS HELD

Member, Board of Directors (2004 – 2019)

Southern California Permanente Medical Group

Member, Board of Directors (2015 – 2019)

The Southeast Permanente Medical Group, Georgia

Program Advisor, Systems Engineering for Healthcare (2015 - current)

Loyola Marymount University, School of Engineering

Chairperson, Planning Committee (2018-current)

Society to Improve Diagnosis in Medicine

Chairperson, Practice Improvement Committee (2015 – 2018)

Society to Improve Diagnosis in Medicine

Member, Standards Committee (2016 – 2018)

National Committee for Quality Assurance (NCQA)

Member, Oversight Board (2011 – 2013)

Los Angeles Basin Clinical and Translational Science Institute

Member, Kaiser Permanente National Diversity Council (2010 - 2012)**Member, Board of Directors (2005 – 2007)**

Archimedes Inc.

Assistant to the Area Associate Medical Director (1999 – 2003)

Kaiser Permanente Woodland Hills Medical Center
5601 DeSoto Avenue, Woodland Hills, California 91365

Medical Director, Blood Donor Center and Transfusion Services (1994 – 2003)

Kaiser Permanente Woodland Hills Medical Center
5601 DeSoto Avenue, Woodland Hills, California 91365

Member, Medical Advisory Committee (1994 – 2004)

Los Angeles American Red Cross

Member, New Technology Assessment Team (2002 – 2003)

Kaiser Permanente Southern California Region

Member, Grant Review Committee (1993,1995)

National Blood Foundation

Pathologist (Partner) (1984 – 2019)

Southern California Permanente Medical Group

Assistant Clinical Professor, UCLA (1994 – 2009)

Department of Pathology, University of California, Los Angeles

EDUCATION

University of California, Los Angeles **1972 - 1976****B.S. Cybernetics**

UC Los Angeles

Emphasis: Systems Science; Biological Applications

Awards: Cum Laude; Dean's Honor List

University of California, San Francisco **1976 - 1980****M.D.**UC San Francisco
School of Medicine*Harbor-UCLA Medical Center* **1980 - 1984****Resident**Anatomic & Clinical Pathology
Chief Resident, 1983-1984Harbor-UCLA
Medical Center*University of California, Los Angeles* **Fall 1983****Special Elective**

Gastrointestinal Pathology

UCLA Center for
the Health Sciences**LICENSURE**

- California State Licensure G 47085
- Georgia State Licensure 74418
- National Board of Medical Examiners
Part I: 1978 Part II: 1980 Part III 1981

1984	Board Certified: Anatomic & Clinical Pathology
1990	Board Certified: Blood Banking/Transfusion Medicine
1997	Recertification: Anatomic & Clinical Pathology

AWARDS

- 2018 Donabedian Award. American Public Health Association
- 2018 Kaiser Permanente Southern California Equity, Inclusion, and Diversity Visionary Leader Award.
- John C. Maxwell Leadership Award, Top 30, 2015.
- 2015 James A Vohs for on line personal action plan
- 2015 RJ Erickson diversity and Inclusion achievement award for the Scal HTN /CRC work on disparities reduction
- 2015 Lawrence Patient safety award for chronic disease management in ophthalmology
- 2014 James A Vohs award for Quality for the KPSC prostate cancer care program

- 2014 Lawrence Patient Safety Award for the SCAL Safe and Appropriate Opioid Prescribing Program
- 2012 Lawrence Patient Safety Transfer Award for the SCAL Transitions in Care Program
- 2010 James A Vohs award for Quality for the Proactive Office Encounter 2012 Lawrence Patient Safety Award for the SCAL Outpatient Safety Net
- 2008 Kaiser Permanente Latino Association Visionary Leader award 2008
- 2003 Exceptional Physician's Contribution Award, Kaiser Permanente Woodland Hills Medical Center
- 1995 Outstanding Physician Award, Southern California Permanente Medical Group

EDITORIAL ACTIVITIES:

- Member, Editorial Board, *Joint Commission Journal on Quality and Patient Safety*, 2017-current.
- Member, Editorial Board, *Transfusion*, 1994-2007.
- Reviewer, *Journal of the American Medical Informatics Association*, 2016
- Reviewer, *Health Affairs*, 2011.
- Reviewer, *Medical Decision Making*, 2009.
- Reviewer, *Immunohematology*, 1996-2004

GRANTS AWARDED

- Diagnostic performance dashboard to reduce diagnostic error and enhance value using big data. (co-investigator). Kaiser Permanente and Johns Hopkins Medicine Research Collaboration Committee. March 2016 - current.
- Electronic clinical surveillance to measure and Improve Safety in Ambulatory care. (co-investigator, \$497,568.) 1 R01 HS024437-01
- National Blood Foundation. A cost-effectiveness study of a prospective, self-monitoring quality assurance program in transfusion practice (co-investigator, \$30,000) 1991-92.
- Southern California Kaiser Permanente Research Program. Hemolytic disease of the newborn and its risk from directed blood donations, 1988.

PUBLICATIONS

1. Bhandari S, Adams A, Li B, Rhee C, Sundar S, Krasna H, Danforth K, **Kanter M**, Kalantar-Zedah K, Jacobsen S, Sim J. Sub-acute more than chronic hyponatremia is associated with serious falls and hip fractures. *Internal Medicine Journal* (in press).
2. Lee E, Brettler J, **Kanter M**, Steinberg S, Khang P, Distasio C, Martin J, Dreskin M, Thompson N, Cotter T, Thai K, Gibbs N. Refining the definition of polypharmacy and its link to disability in older adults- conceptualizing necessary polypharmacy, unnecessary polypharmacy, and polypharmacy of unclear benefit. *Perm J* (in press).
3. Kanu Okike, Uhr NR, Shin SYM, Xie KC, Kim CY, Funahashi TT, **Kanter MH**. A comparison of online physician ratings and internal patient-submitted ratings from a large healthcare system. *J Gen Intern Med* DOI: 10.1007/s11606-019-05265-3

4. Shayna HL, Mohan Y, Whittaker JL, Koster MA, Schottinger JE, **Kanter MH**. E-SCOPE: A strategic approach to identify and accelerate implementation of evidence-based best practices. *Med Care* 2019;57:S239-S245.
5. Danforth KN, Hahn EE, Slezak JM, Chen LH, Li BH, Munoz-Plaza CE, Luong TO, Harrison TN, Mittman BS, Sim JJ, Singh H, **Kanter MH**. Follow-up of abnormal estimated GFR results within a large integrated health care delivery system: A mixed-methods study. *AJKD* 74(5):589-600.
6. McCormick TA, Adams JL, Lee EA, Emptage NP, Palmer-Toy DE, Martin JP, Broder BI, **Kanter MH**, Davis AC, McGlynn EA. Age-dependent hemoglobin A1c therapeutic targets reduce diabetic medication changes in the elderly. *eGEMS* 7(1):46 pp1-9 DOI: <https://doi.org/10.5334/egems.303>
7. **Kanter MH**, Courneya KT. Promising methods for improving quality through the faster spread of best practices. *Perm J* 2019;23:19-039.
8. Zhou H, Sim JJ, Bhandari SK, Shaw SF, Shi J, Rasgon SA, Kovesdy C, Kalantar-Zadeh K, **Kanter MH**, Jacobsen SJ. Early mortality among peritoneal dialysis and hemodialysis patients who transitioned with an optimal outpatient start. *Kidney International Reports* 2019;4:275-284
9. Solomon LS, **Kanter MH**. Health care steps up to social determinants of health: Current context. *Perm J* 2018;22:18-139.
10. Turley M, Meng D, **Kanter MH**, Wang S, Garrido T. The feasibility of automating assessment of concordance between advance care preferences and care received near the end of life. *Jt Comm J Qual Pat Saf* 2019;45:123-130.
11. Caloyeras J, **Kanter MH**, Ives N, Kim C, Brooks R, Berry S. Understanding waste in health care: perceptions of frontline physicians on how they use their time and the appropriateness of care they and others provide. *Perm J* 2018; 22:17-176.
12. **Kanter MH**, Huang YC, Kally Z, Gordon MA, Meltzer C. Using concentration curves to assess organization-specific relationships between surgeon volumes and outcomes. *Jt Comm J Qual Pat Saf* 2018; 44:321-327.
13. **Kanter MH**, Courneya KT. The importance of continual learning in a rapidly changing health care environment. *Perm J* 2018;22: 18-071.
14. Oppenheim BW, **Kanter MH**, Bueno O, Dizon V, Farnacio L, Medina P, Moradian MM, Tabata C, Tiffert MS. Lean Enablers for Clinical Laboratories. *Res Med Eng Sci.* 2(4). RMES.000543.2017
15. Sharp AL, Shen E, Chen R, Radecki RP, **Kanter MH**, Gould MS. Improving antibiotic stewardship: A stepped-wedge cluster randomized trial. *American Journal of Managed Care* 2017;23(11):e294-299
16. Sharp AL, Shen E, Wu YL, Wong A, Menchine M, **Kanter MH**, Gould MK. Low-Value antibiotic prescribing and clinical factors influencing patient satisfaction. *Am J Manage Care* 2017;23(10):294-299.
17. Sim JJ, Bhandari SK, Batech M, Hever A, Harrison TN, Shu YH, Kujubu DA, Jonelis TY, **Kanter MH**, Jacobsen SJ. End stage renal disease and mortality outcomes across different glomerulonephropathies within a large diverse US population. *Mayo Clin Proc* 2018;93(2):167-178.

18. Nguyen HQ, Gelman EJ, Bush TA, Lee JS, **Kanter MH**. Characterizing Kaiser Permanente Southern California's experience with the California End of Life Option Act in the first year of implementation. *JAMA Intern Med*. 2018; 178(3):417-421
19. Glass DP, **Kanter MH**, Jacobsen SJ, Minardi PM. The Impact of improving access to primary care. *J Eval Clin Pract*. 2017;23:1451-1458.
20. **Kanter MH**, JG Kim. Reforming medical education and improving diagnosis. *Improve Dx*. 2017;4(4):1-3.
21. **Kanter MH**, Courneya PT. Perspective on publishing quality improvement efforts. *Perm J*. 2017;21 (4):62-63.
22. **Kanter MH**, Schottinger J, Whittaker J. A model for implementing evidence-based practices more quickly. *NEJM Catalyst* Feb 5,2017.
23. Losby JL, Hyatt JD, **Kanter MH**, Baldwin G, Matsuoka D. Safer and more appropriate opioid prescribing: a large healthcare system's comprehensive approach. *J Eval Clin Pract* 2017;23:1173-1179.
24. Shah NR, Garofalo-Wright LM, Navarro R, **Kanter M**. Health care providers must stop wasting patients' time. *HBR* 2017, May 24.
25. Sharp AL, Huang B, Tang T, Shen E, Melnick E, Venkatesh A, **Kanter MH**, Gould MK. Implementation of the Canadian CT head rule and its association with utilization of computed tomography among patients with head injury. *Ann Emerg Med* 2018: 71:54-63.
26. Sim JJ, Batech M, Danforth KM, Rutkowski MP, Jacobsen SJ, **Kanter MH**. End-stage renal disease outcomes among the Kaiser Permanente Southern California Creatinine safety program (creatinine surenet): Opportunities to reflect and improve. *Perm J* 2017;21:56-62.
27. Courtney RL, Allen JY, Poole D, Tieu L, **Kanter M**, Garrido T. "I want to keep the personal relationship with my doctor": Understanding barriers to portal use among African Americans and Latinos. *J Med Internet Res* 2016 Oct 18(10):e263.
28. Shen E, Koyama SY, Huynh DN, Watson HL, Mittman B, **Kanter MH** Nguyen HQ. Association between a dedicated post-discharge follow-up visit and 30-day readmission risk in a Medicare Advantage population. *Journal of the American Medical Association: Internal Medicine* 2017;117(1):132-135
29. Shah NR, Davis AC, Gould MK, **Kanter MH**. Predictive analytics to determine next year's highest-cost patients. *NEJM Catalyst* Dec 7, 2016.
30. Shah NR, Rogers A, Kanter M. Health care that targets unmet social needs: How Kaiser Permanente changed its definition of health care. *NEJM Catalyst*. Available at <http://catalyst.nejm.org/health-care-that-targets-unmet-social-needs/>. Accessed April 13, 2016.
31. Bruce BB, El-Kareh R, Ely JW, **Kanter MH**, Rao G, Schiff G, ten Berg MJ, McDonald K. Methodologies for evaluating strategies to reduce diagnostic error: report from the research summit at the 7th international diagnostic error in medicine conference. 2016;3(1):1-7.

32. Munoz-Plaza CE, Parry C, Hahn EE, Tang T, Nguyen HQ, Gould MK, **Kanter MH**, Sharp AL. Integrating qualitative research methods into care improvement efforts within a learning health system: Addressing antibiotic overuse. *Health Research Policy and Systems* 2016; 14:63.
33. Sim JJ, Batech M, Hever A, Harrison T, Avelar T, Vora S, Vollenwelder L, **Kanter MH**, Jacobsen SJ. Distribution of biopsy-proven presumed primary glomerulonephropathies in 2000-2011 among a racially and ethnically diverse US population. *Am J Kidney Disease* 2016;68(4):533-544.
34. Schottinger JE, **Kanter MH**, Litman KC, Lau H, Schwartz GE, Brasfield FM, Alshak NS, DiFronzo LA. Using literature review and structured hybrid electronic/manual mortality review to identify system-level improvement opportunities to reduce colorectal cancer mortality. *Jt. Comm J Qual Patient Saf* 2016;42(7):303-308.
35. Turley MC, Wang S, Meng D, **Kanter MH**, Garrido T. An information model for automated detection of concordance between advance care preferences and care delivered near the end of life. *J Am Med Info Assoc* doi: 10.1093/jamia/ocv149\
36. Turley MC, Wang S, Meng D, **Kanter MH**, Garrido T. Impact of a Care Directives Activity Tab in the Electronic Health Record on Documentation of Advance Care Planning. *The Permanente Journal* 2016;20(2):43-48.
37. Caloyeras JP, **Kanter MH**, Cowell NR, Kim CY, Kanzaria HK, Berry SH, Brook RH. Physician professional satisfaction and area of clinical practice: evidence from an integrated health care delivery system. *The Permanente Journal* 2016;20(2):35-41.
38. Brown JA, Serrato CA, Hugh M, **Kanter MH**, Spritzer KL, Hays RD. Effect of a post-paid incentive on response to a web-based survey. *Survey Practice*. 2016;9(1):1-7.
39. Henry SI, Shen E, Ahuja A, Gould MK, **Kanter MH**. The online Personal Action Plan: a tool to transform patient-enabled preventive and chronic care. *Am J Prev Med* 2016;51(1):71-77.
40. Sim JJ, Rutkowski MP, Selevan DC, Batech M, Timmins R, Slezak J, Jacobsen SJ, **Kanter MH**. Kaiser Permanente Creating Safety Program: A mechanism to assure widespread detection and care for chronic kidney disease. *Am J Med* 2015; 128:1204-1211.
41. Hudson S, Fong DS, Munz S, **Kanter MH**. Centralized Reading Center Improves Quality in a Real-World Setting. *Ophthal Surg Lasers Imaging Retina*. 2015;46:624-629.
42. Sallis R, Roddy-Sturm Y, Chijoke E, Litman K, **Kanter MH**, Huang B, Shen E, Nguyen HQ. Stepping towards discharge: Level of ambulation in hospitalized patients. *J Hospital Medicine* 2015;10:384-389.
43. Sharp AL, Klau M, Keschner D, Macy E, Tang T, Shen E, Munoz-Plaza C, **Kanter M**, Silver MA, Gould MK. Low-value care for acute sinusitis encounters: Who's choosing wisely. *Am J Managed Care* 2015;21(7):479-485.
44. Handler J, Mohan Y, **Kanter MH**, Reynolds K, Li X, Nguyen M, Koebnick C. Screening for high blood pressure in adults during ambulatory care non-primary care

- visits: opportunities to improve hypertension recognition. *J Clin Hypertension* 2015;1-9.
45. Shaw KM, Handler J, Wall HK, **Kanter MH**. Improving blood pressure control in a large multiethnic California population through health care delivery changes, 2004-2012. *Preventing Chronic Disease* 2014;(11,E191):1-5.
 46. Meng DX, Garrido T, **Kanter MH.**, Turley MC, Wang JJ, Sue, VM, Scott LB. Race/ethnicity, personal health record access, and quality of care. *Am J Managed Care* 2015; 21(2) e103-e113.
 47. Litman KC, Lau H, **Kanter MH**, Jones JP. eAutopsy: Structured hybrid manual/electronic mortality reviews Identify quality Improvement opportunities. *Jt.Comm J Qual Patient Saf* 2014;40(10):444-451.
 48. Garrido T, Meng D, Want JJ, Palen TE, **Kanter MH**. Secure e-mailing between physicians and patients: Transformational change in ambulatory care. *J Ambulatory Care Manage* 2014;37(2):211-218.
 49. Danforth KN, Smith AE, Loo RK, Jacobsen SJ, Mittman BS, **Kanter MH**. Electronic clinical surveillance to improve outpatient care: Diverse applications within an integrated delivery system. *eGEMS*. 2014;2:1056.
 50. Sim JJ, Handler J, Jacobsen SJ, **Kanter MH**. Systemic implementation strategies to improve hypertension: The Kaiser Permanente Southern California Experience. *Can J of Cardiology* 2014;30:544-552.
 51. Hye RJ, Smith AE, Wong GH, Vansomphone SS, Scott RD, **Kanter MH**. Leveraging the Electronic Medical Record to Implement an Abdominal Aortic Aneurysm Screening Program. *J. Vasc Surg* 2014; 1-9.
 52. Hays RD, Berman LJ, **Kanter MH**, Hugh M, Oglesby RR, Kim C, Cui M, Brown J. Evaluating the psychometric properties of the CAHPS patient-centered medical home survey. *Clin Therapeutics* 2014;8(5):1-9.
 53. Graber ML, Trowbridge R, Myers JS, Umscheid CA, Strull W, **Kanter MH**. The next organizational challenge: Finding and addressing diagnostic error. *Jt.Comm J Qual Patient Saf* 2014;40(3):102-110.
 54. Tuso PJ, Watson HL, Garofalo-Write L, Lindsay G, Jackson A, Taitano M, Koyama, S, **Kanter M**. Complex case conferences associated with reduced hospital admissions for high-risk patients with multiple comorbidities. *The Permanente Journal* 2014;18(1):38-42.
 55. **Kanter MH**, Lindsay G, Polzin J, Smith. A centralized approach to medication safety. *Pharmacy Practice News* 2014(Jan,vol 41): 26-27.
 56. **Kanter MH**, Lindsay G, Bellows J, Chase, A. Complete Care at Kaiser Permanente: Transforming chronic and preventive care. *Jt.Comm J Qual Patient Saf* 2013;39(11):484-494.
 57. **Kanter MH**, Nguyen M, Klau MH, Spiegel NH, Ambrosini VL. What does professionalism mean to the physician? *The Permanente Journal* 2013;17(3): 87-90.
 58. Tuso P, Huynh DN, Garofalo L, Lindsay G, Watson HL, Lenaburg DL, Lau H, Florence B, Jones J, Harvey P, **Kanter MH**. The readmission reduction program of

- Kaiser Permanente Southern California Knowledge transfer and performance improvement. *The Permanente Journal* 2013;17(3): 58-63.
59. Reynolds K, Harrison TN, Handler J, Ho Y, **Kanter MH**, Goldberg RA. A randomized controlled trial of an automated telephone intervention to improve blood pressure control. *J Clin Hypertension* 2013;15:650-654.
 60. McInnes DK, Brown JA, Gallagher P, Ralston JD, Hugh M, **Kanter M**, et. al. Development and evaluation of CAHPS questions to assess the impact of health information technology on patient experiences with ambulatory care. *Medical Care* (2012;50: S11-S19).
 61. **Kanter MH**, Martinez O, Lindsay G, Andrews K. Proactive Office Encounter: a systematic approach to preventive and chronic care at every patient encounter. *The Permanente Journal* 2010;14(3): 38-43.
 62. **Kanter MH**, Zhou YY, Wang JJ, Garrido T. Secure patient-provider e mails may streamline care, can they improve primary care? An analysis of quality of care at Kaiser Permanente. *Health Affairs* 2010;29(7):1370-1375.
 63. Kao KT, Pedraza B, McClune A, Rios D, Mao J, Zuch R, Khankhanian N, **Kanter M**, Phillipson J, Godfrey K, Wiriosuparto S, Contreas C. Microscopic colitis: A large retrospective analysis from a health maintenance organization experience. *World Journal of Gastroenterology* 2009;15(25):3122-3127.
 64. **Kanter MH**, Abrams KM, Carrasco MR, Spiegel NH, Vogel RS, Coleman KJ. Physician language concordance: A strategy for meeting the needs of Spanish-speaking patients in primary care. *The Permanente Journal* 2009;13:79-83.
 65. **Kanter MH**, Nagy V. Implementing the electronic medical record in the exam room: The effect on physician-patient communication and patient satisfaction. *The Permanente Journal* Spring 2007;11:21-24.
 66. **Kanter MH**, Vengelen-Tyler V. Blood transfusion: Reaching maximum potential with minimal risk. *Advance for Administrators of the Laboratory* July 1999:76-80.
 67. **Kanter M.**, Van Maanen D., Anders K., Castro F., Mya W., Clark K. A study of an educational intervention to decrease inappropriate preoperative autologous blood donation: Its effectiveness and the effect on subsequent transfusion rates in elective hysterectomy. *Transfusion* 1999;39:801-807.
 68. Wilson CA, Ramos L, Villasenor MR, Anders KH, Press MF, Clarke K, Karlan B, Chen JJ, Scully R, Livingston D, Zuch RH, **Kanter MH**, et al. Localization of human BRCA1 and its loss in high-grade, non-inherited breast carcinomas. *Nat Genet* 1999; 21:236-240.
 69. Goodnough LT, Brecher ME, **Kanter MH**, AuBuchon J. Medical progress: (second of two parts), Blood conservation. *New Engl J Med* 1999; 340:525-533.
 70. Goodnough LT, Brecher ME, **Kanter MH**, AuBuchon J. Medical progress: (first of two parts), Blood transfusion. *New Engl J Med* 1999; 340:438-447.
 71. **Kanter M.H.** The transfusion audit as a tool to improve transfusion practice: A critical appraisal. *Transfusion Sci* 1998; 19:69-81.

72. **Kanter MH**, Brecher M, AuBuchon JP, Goodnough LT. Efficacy of autologous blood donation programs. *Surg Blood Management Forum* 1998; 3:18-21.
73. Lam H.C., Schweitzer S.O., Petz L., **Kanter M**, Bernstein D.A., Brauer S., et al. Effectiveness of a prospective self-audit transfusion monitoring system. *Transfusion* 1997; 37:577-584.
74. **Kanter M.**, Poole G., Garratty G. Misinterpretation and misapplication of p values in antibody identification: The lack of value of a p value. *Transfusion* 1997; 37:816-822.
75. **Kanter M.**, Van Maanen D., Anders K., Castro F., Mya W., Clark K. Preoperative autologous donation (PAD) prior to hysterectomy. *Journal of the American Medical Association* 1996; 276:798-801.
76. Lam H.C., Schweitzer S.O., Petz L., Myhre B.A., Shulman I.A., **Kanter M.H.**, Worthen B., Sun G. Is retrospective peer review transfusion monitor system effective in reducing red blood cell utilization? *Arch Pathol & Lab Med* 1996; 120:810-816.20.
77. **Kanter M.** Review: Statistical issues which commonly arise in studying blood group serology. *Immunohematology* 1996; 12:33-39.19.
78. **Kanter M.**, Petz L. The validity of statistical analyses in the transfusion medicine literature with specific comments concerning studies of the comparative safety of designated versus allogeneic donors. *Transfusion Medicine* 1995; 5:91-95.
79. **Kanter M.**, Taylor J. Accuracy of statistical methods in Transfusion: a review of articles from July/August 1992 through June 1993. *Transfusion* 1994;34:697-701.
80. **Kanter M.**, Sedeghi M. Pleomorphic adenoma of the breast: Cytology of fine-needle aspiration and its differential diagnosis. *Diagn Cytopathol* 1993; 9:555-558.
81. Kivnick S., Greenspoon J., **Kanter M.**, Gee C., Fullman H.: Expectant management of focal nodular hyperplasia during pregnancy: A case report. *J Reprod Med* 1992; 37:367-371.
82. Kivnick S., **Kanter M.**: Bowel injury from "rollerball" ablation of the endometrium. *Obstet Gynecol* 1992; 79:833-5.
83. **Kanter M.**: Transfusion associated graft versus host disease: Do transfusions from second degree relatives pose a greater risk than those from first degree relatives? *Transfusion* 1992; 32:323-327.
84. **Kanter M.**: Derivation of new mathematic formulae for determining whether or not a D positive father is heterozygous or homozygous for the D antigen. *Am J Obstet Gynecol* 1992; 166:61-63.
85. **Kanter M.**, Shulman H., Thompson J.: ABO blood typing discrepancies. *ASCP Check Sample TM 90-3 (TM-171) vol.23, no. 3, 1990.*

86. **Kanter M.**, Myhre B.: Finding antigen negative blood: mathematical considerations. *Lab Medicine* 1990; 21:597-598.
87. **Kanter M.**, Hodge S.: The probability of obtaining compatible blood from related directed donors. *Arch Pathol Lab Med* 1990; 114:1013-1016.
88. **Kanter M.**, Hodge S.: Risk of hemolytic disease of the newborn as a result of directed donations. *Transfusion* 1989; 29:620-625.
89. **Kanter M.**, Selvin S., Myhre B.: The probability of finding suitable directed donors. *Arch Pathol Lab Med* 1989; 113:174-176.
90. Duane G., **Kanter M.**, Branigan T., Chang C.: A morphologic and morphometric study of cells from colloid carcinoma of the breast obtained by fine needle aspiration: distinction from other breast lesions. *Acta Cytol* 1987; 31:742-750.
91. **Kanter M.**, Lechago J.: Multiple malignant rectal carcinoid tumors with immunocytochemical demonstration of multiple hormonal substances. *Cancer* 1987; 60:1782-1786.
92. Duane G., **Kanter M.**: Light & electron microscopic characteristics of signet ring adenocarcinoma cells in serous effusions and their distinction from mesothelial cells. *Acta Cytol* 1985; 29:211-218.
93. **Kanter M.**, Duane G.: Angiomatoid malignant fibrous histiocytoma: cytology of fine needle aspiration and its differential diagnosis. *Arch Pathol Lab Med* 1985; 109:564-566.
94. Sowers J.R., Pekary A.E., Hershman J.M., **Kanter M.**, DiStefano J.J. 3rd. Metabolism of exogenous human chorionic gonadotrophin in men. *J Endocrinol* 1979; 80:83-39.

CHAPTERS IN BOOKS

1. Mohrman SA, **Kanter MH.** Creating high-value sustainable healthcare: The technical and social elements of evidence-based medicine at the Southern California Permanente Medical Group. In Mohrman SA, Shani AB eds. *Reconfiguring the Ecosystem for Sustainable Healthcare.*, Emerald Group Publishing, United Kingdom, 2014, pp 133-164.
2. Mohrman SA, **Kanter MH.** Designing for health: Learning from Kaiser Permanente. In Mohrman SA, Shani AB, eds. *Organizing for Sustainable Health Care*, Emerald Group Publishing, United Kingdom, 2012, pp 77-112
3. **Kanter MH.** Statistical analysis. In: Brecher ME, Busch MP, eds. *Research Design and Analysis.* Bethesda, MD: American Association of Blood Banks, 1998.
4. **Kanter M.** Autologous blood donation and managed care. In *The Compendium: A selection of short topic presentations.* Bethesda, MD, American Association of Blood Banks, 1997.

5. **Kanter M**: Statistics in transfusion medicine: A review of common errors. In Fridey J, Kasprisin C, Chambers L, Rudmann S, eds. *Numbers for blood bankers*. Bethesda, MD: American Association of Blood Banks 1995, 77-104.

INTERVIEWS

1. Interview with Michael Kanter, MD: "Music Medicine" with Marla Tellez, KTTV-LA Fox News. (Feb 21, 2019). [KTTV-LA \(FOX\) 8:30 a.m. Good Day LA](#)
2. Pharmacists contribute to integrated health systems' approaches to opioid safety. *Am J Health-System Pharm* 2018;75(7):414-415.
3. Arabadjis S, Sullivan E. "The case of Kaiser Permanente: specializing primary care." Harvard Medical School: Primary care systems case collection, (2017). <http://www.thecasecentre.org/educators/products/view?id=144075>.
4. Graber M, Kanter MH, Singhai G, Schiff G. Rooting out diagnostic error. *Leadership +*. Winter 2016. P 32-37.
5. IT Investments. *Health Leaders*. April 2015; P 8-10.
6. A conversation with Michael Kanter, M.D.: Casting a Wider Net: Kaiser Permanente takes on patient safety initiatives in the outpatient setting. *Managed Care* 2011; 20:27-31.
7. The Teamwork approach to Medical Care: A new "complete care" model makes visiting the doctor a totally different experience. *Wall Street Journal* June 9, 2014: R3.
8. Using health IT to prevent diagnostic errors. ECRI Institute PSO Deep dive: Laboratory testing. 2014, P 37.

PRESENTATIONS

1. Christenson R, **Kanter MH**, Oellerich M. The value proposition: Actionable strategies for enhancing the value of laboratory medicine. 71st Annual meeting of the American Association of Clinical Chemistry. Anaheim CA. August 2019.
2. **Kanter MH**, Lurvey L, Hugh M. Measuring Diagnostic Error: A review of patient complaints. National Kaiser Permanente Quality Conference. Seattle, WA. June 2019.
3. Glass D, Minardi P, **Kanter MH**. Meeting members' wishes in the last year of life: A journey towards concordance in Southern California. National Kaiser Permanente Quality Conference. Seattle, WA. June 2019.
4. Courneya P, **Kanter MH**. Plenary Presentation: Key opportunities for implementing the national research strategy. 2019 CESR Meeting: Collaborating for Learning and Innovation. Seattle, WA. May 2019.

5. **Kanter MH**, Oppenheim B. The Evils of healthcare fragmentation and SE solutions at KP. INCOSE Healthcare working group. 5th Annual Systems Engineering in Healthcare Conference. Minneapolis, MN May 2019.
6. **Kanter MH**. Confronting the opioid epidemic through effective leadership and the right strategies. National Healthcare CMO Summit. Pasadena, CA March 2019.
7. **Kanter MH**. Diagnostic errors and the Sure Net program. Medical Care Section of the Annual Meeting & Expo, American Public Health Association. San Diego, CA, Nov 2018.
8. Emmendorfer T, **Kanter MH**, Kattan J, Delgado MK, Panel. Provider and Health System Approaches to Manage Opioid Access and Improve Patient Safety. Strategies for Promoting the Safe Use and Appropriate Prescribing of Prescription Opioids. Duke-Margolis Center for Health Policy. National Press Club. Washington DC Feb 2018.
9. **Kanter MH**, Zimmer K. Moderator, Current Practice Improvement Innovations. Diagnostic Error in Medicine 10th International Conference. Boston, MA. Oct 2017
10. **Kanter MH**, Panel Member. On the Road to Precision Medicine Health Care Leader Series: Lower Cost, Better Care. Johns Hopkins On the Road. Capitol Hill, Washington DC Sept 2018
11. **Kanter MH**, Balch A, Bulgar J, Seef L, Panel. All systems go! Closing the gaps in cancer care. 3rd Annual Better Together Health Event. Council of Accountable Physicians/American Cancer Society. Washing DC, June 2017.
12. **Kanter MH**. Panel Member. Exploring the challenge of low-volume surgery and quality. 28th Annual National Forum on Quality Improvement to Health Care. Institute for Healthcare Improvement. Orlando FLA. Dec 2016
13. **Kanter MH**, Zimmer K. Moderator, Current Practice Improvement Innovations. Diagnostic Error in Medicine 9th International Conference. Hollywood CA, Nov 2016.
14. **Kanter MH**. Using Laboratory Data for Outcomes Improvement Initiatives. Lab Solutions Summit: Value-based Clinical Lab Models. American Association of Clinical Chemistry (WebEx) Sept 2015
15. **Kanter Michael H**. Garrido Terhilda. Delivering Information and Health Care Services on the Patients' Terms: The Impact of Personal Health Records on Patient Satisfaction, Clinical Outcomes, and Operational Efficiencies. Medical Informatics World Conference. Boston MA, May 2015.
16. **Kanter Michael H**, Singh H, Trowbridge, R. Measurement, reporting, and feedback on diagnostic error. Institute of Medicine committee on diagnostic error in health care. Washington D.C., Aug 2014.

17. **Kanter Michael H.** An empowered patient: Using a patient portal and a digital strategy to achieve the Triple Aim. Medical Informatics World Conference. Boston MA, April 2014.
18. **Kanter Michael H.** Strull, William. Why do patients present with advanced colorectal cancer? – A retrospective study of delays in diagnosis leads to rapid-cycle quality improvement. Diagnostic Error in Medicine. 6th International Conference. Chicago, Ill. September, 2013.
19. **Kanter, Michael H.** Panel Member. The Physician shortage- Innovations for increasing access. 2013 Health Care Forecast Conference, Center for Health Care Management and Policy. The Paul Merage School of Business, University of California, Irvine. Irvine, CA February 2013.
20. **Kanter, Michael H.** Panel Member, The use of EHR in furtherance of “systemness”: Case studies. ECRI Institute 19th Annual Conference on the Use of Evidence in Policy and Practice: Creating “Systemness” within Healthcare Delivery: Can Success be Proven and Shared? Washington, D.C., November 2012.
21. **Kanter, Michael H.** Reducing diagnostic errors by closing the loop on outpatient care. Diagnostic Error in Medicine, 5th International Conference, Baltimore, MD, November 2012.
22. **Kanter, Michael H.** Improving breast cancer screening: A systematic and multifaceted approach. Healthcare Systems Process Improvement Conference. Las Vegas, NV, February 2012.
23. **Kanter, Michael H.** Panel Member, Using EHRs to transform clinical care: Successfully implemented innovations that go beyond established uses of EHRs. American Medical Informatics Association 35th Annual Symposium on Biomedical and Health Informatics. Washington, DC, October 2011
24. **Kanter, Michael H.** Panel Member, Using electronic health records to transform clinical care: Academy Health, Seattle, Washington, June 2011.
25. **Kanter, Michael H.** Kaiser Permanente Heart Failure Transitional Care Program. 2nd National Medicare Readmission Summit, Washington, DC, June 2010.
26. **Kanter, Michael.** Panel Member, Building A Sustainable Future for Health Care: Comparative cases from two different contexts- A comparison of the approaches of Kaiser Permanente and Cleveland Clinic. A Time for Change: Restructuring America’s Health Care Delivery System- An International Conference. Cornell University ILR School. New York, NY, May 2010.
27. **Kanter, Michael H.** Panel Member, In search of sustainable high quality health care: An international exploration. Center for Effective Organizations, USC Marshall School of Business, and Centre for Healthcare Improvement, Chalmers University of Technology, Gothenburg, Sweden, October 2009.

28. **Kanter, Michael H.** Panel Member, Provider/Insurer Group, President's Cancer Panel Meeting, Philadelphia, PA, January 2004.
29. **Kanter, Michael H.** Panel Member. What drives transfusion practice? International Symposium on Advances in Transfusion Safety. National Institutes of Health, Bethesda, MD, June 2003.
30. **Kanter, M.,** Van Maanen D., Anders K., Castro F., Mya W., Clark K. Effect of decreasing preoperative autologous donations on subsequent transfusion rates. Presented at the 50th Annual Meeting of the American Association of Blood Banks. Denver, CO, October 1997
31. **Kanter, M.,** Van Maanen D, Pelter K. Redesign of a fragmented blood utilization system. Presented at the 49th Annual Meeting of the American Association of Blood Banks. Orlando, FL, October 1996.
32. **Kanter, M.,** Van Maanen, D., Anders, K.H., Castro, F., Mya W., Clark, K. Preoperative autologous donation (PAD) prior to hysterectomy. Presented at the 48th Annual Meeting of the American Association of Blood Banks. New Orleans, LA, November 1995.
33. Garratty G., Arndt P., Tsuneta R., **Kanter M.** Fatal hemolytic anemia associated with autoanti-N. Presented at the 47th Annual Meeting of the American Association of Blood Banks. San Diego, CA, November 1994.
34. **Kanter M.,** Taylor J. Accuracy of statistical methods in *Transfusion*. Presented at the 46th Annual Meeting of the American Association of Blood Banks. Miami Beach, FL, October 1993.
35. **Kanter M.:** Risk of graft-versus-host disease (GVHD) as a result of directed donations from relatives. Presented at the 44th Annual Meeting of the American Association of Blood Banks. Baltimore, MD. November 1991.
36. **Kanter M.,** Hodge S. Risk of hemolytic disease of the newborn as a result of directed donations from relatives. Presented at the 41st Annual Meeting of the American Association of Blood Banks. Kansas City, MO, October 1988.
37. Duane G., **Kanter M.** Signet ring adenocarcinoma in effusions: Light & electron microscopic characteristics. Presented at the Eighth International Congress of Cytology. Montreal, Canada, June, 1983.

ABSTRACTS

1. **Kanter MH,** Lurvey LD, Litman K, Loo R, Strull W, Hugh M. Measuring diagnostic error: A review of patient complaints. *Diagnosis* 2018:e34-e35.
2. Whittaker J, Schottinger J, **Kanter MH,** Koster M. The E-SCOPE initiative: A strategic approach to identify and accelerate implementation of evidence-based best practices. Presented at the Kaiser Permanente Quality Conference. San Francisco, CA, June 2018. *Perm J* 2018;22: 18-071.

3. Glass D, Kanter MH, Minardi P. The impact of improving access to primary care. Presented at the Kaiser Permanente Quality Conference. San Francisco, CA , June 2018. *Perm J.* 2018;22: 18-071.
4. Hufford GL, Bruse ML, **Kanter MH**. Improving Diagnostic Reliability by Obtaining Radiology Consultation Prior to Ordering a Diagnostic Exam. Presented at the 10th International Conference on Diagnostic Errors in Medicine. Boston, MA. Oct 2017.
5. Elliott P, Loo R, Nh C, Timmins R, **Kanter MH**, Rhee E. Initial Results from the Kaiser Permanente Gross Hematuria sureNet Screening Program. Presented at the 10th International Conference on Diagnostic Errors in Medicine. Boston, MA. Oct 2017.
6. Danforth KN, Davari SB, Slezak JM, Yi DK, Hahn EE, Luong TQ, Harrison TN, Mittman BS, Singh H, Brettler JW, Handler J, **Kanter MH**. Use of Targeted Lab Monitoring to Reduce Undiagnosed Hyponatremia and Preventable Hospitalizations. Presented at the 10th International Conference on Diagnostic Errors in Medicine. Boston, MA. Oct 2017.
7. Danforth KN, Slezak JM, Chen LH, Hahn EE, Luong TQ, Harrison TN, Munoz-Plaza C, Anand SS, Yi DK, Mittman BS, Sim JJ, Singh H, **Kanter MH**. Risk Factors for Care-Gaps in Abnormal Lab Results Follow-up within a Large Integrated Health System. Presented at the 10th International Conference on Diagnostic Errors in Medicine. Boston, MA. Oct 2017.
8. Hahn EE, Munoz-Plaza C, Harrison TN, Luong TQ, Anand SS, Yi DK, Slezak JM, Mittman BS, Sim JJ, Singh H, **Kanter MH**, Danforth KN. Factors Associated with Delayed Follow-up of Abnormal Labs: A Qualitative Exploration of Primary Care Physicians' Perspectives. Presented at the 10th International Conference on Diagnostic Errors in Medicine. Boston, MA. Oct 2017.
9. Reading SR, Reynolds K, Li BH, Qian LX, Ryan DS, Harrison TN, Scott RD, Cavendish JJ, Jacobsen SJ, **Kanter MH**. Sex-specific trends in acute myocardial infarction hospitalization, 2000-2014. Presented at the American Heart Association Quality of Care Research 2017 Scientific Sessions, Arlington, VA, April , 2017. *Circ: Cardiovasc Qual Outcome* 2017; 10(Suppl 3): A061
10. Nassery N, Mane K, Liu F, Sangha N, Sharp AL, Shamin EA, Rubenstein KB, Kharrazi, H, Nagy P, **Kanter MH**, Horberg M, Ford D, Pronovost PJ, Newman-Toker DE. Measuring missed strokes using administrative and claims data: Towards a diagnostic performance dashboard to monitor diagnostic errors. Diagnostic Error in Medicine 9th International Conference, Hollywood, CA Nov 2016.
11. Danforth K, Li B, Hahn E, Munoz-Plaza C, Slezak J, Grant DL, Harrison T, Luong T, Anand S, Yi D, Mittman B, Sim J, Rutkowski M, Singh H, **Kanter MH**. Electronic clinical surveillance of delays in the diagnosis of chronic kidney disease. Presented at the Diagnostic Error in Medicine 9th International Conference, Hollywood, CA Nov 2016.

12. Black MH, Reynolds K, Casas BG, Saraj AJ, **Kanter MH**. Automated outreach among women with a history of hypertensive disorders in pregnancy. *J Am Society of Hypertension* 2016;10(4S):e56 (P-94).
13. Ismail MH, Tam H, Kraft P, Uyesato G, Shimizu G, Marshall JT, **Kanter M**. J Am Implementing TLJ inpatient tobacco measure: The Kaiser Permanente Southern California experience and first year results. Poster session (POS5-22) presented at SRNT 2016. Proceedings of the 22nd Annual Meeting Society for Research on Nicotine and Tobacco Rapid Response Abstracts; 2016, March 2-5; Chicago, Illinois.
14. Marshall JT, **Kanter M**, Ismail MH. Tobacco control metrics: Small changes can save lives. Poster session (POS5-95) presented at SRNT 2016. Proceedings of the 22nd Annual Meeting Society for Research on Nicotine and Tobacco Rapid Response Abstracts; 2016, March 2-5; Chicago, Illinois.
15. Meng D, Mcleod M. Marshall JT, Kanter M, Ismail MH. A Tobacco program predictive model and proactive outreach: Can live calls save lives? Poster session (POS5-97) presented at SRNT 2016. Proceedings of the 22nd Annual Meeting Society for Research on Nicotine and Tobacco Rapid Response Abstracts; 2016, March 2-5; Chicago, Illinois.
16. Reynolds K, Bider Z, Koebnick C, **Kanter M**, Handler J. Trends in racial differences in control of hypertension, 2008-2014. *Circulation* 2016;133(Suppl 1):AMP64.
17. Ziang AH, Martinez JP, Wang X, Joshua AP, Chung J, Thai M, Lindsay G, **Kanter M**, Jacobsen SJ. A proactive diabetes panel management approach: Can it work and how does it work in a health care delivery system? *J Patient-Centered Res Rev* 2015;2(2): 58.
18. Caloyeras J, Kanter M, Cowell N, Kim C, Kanzaria H, Berry S, Brook R. A survey of physician perceptions on improving health care value. Academy Health 2014 Annual Research Meeting, San Diego, CA, June 8-10, 2014.
19. Ho T, Handler J, **Kanter M**, Reynolds K, Goldberg R, Kimura J. Using telephonic outreach to improve blood pressure control. *J Clin Hypertension* 2011;13(suppl 1): A155.
20. **Kanter MH**, Schottinger JS. Comparison of iFOBT on digital rectal exam (DRE) vs gFOBT on spontaneously passed stool (SPS) as screening for colorectal neoplasia. American Society of Clinical Oncology, Gastrointestinal Cancers Symposium, Abstract 320. Orlando, FL. January 2010.
21. Haque R, Schottinger JE, **Kanter MH**, Avila CC, Contreras R, Gordon MA, Quinn VP. Late stage breast cancer diagnoses despite high mammography screening rates in a HMO. *J Clin Oncol* 27: 15S, 2009(suppl; abstr 1526).
22. Sherry TJ, **Kanter MH**, Spencer CM. A quality improvement project to decrease donor exposures for neonates using multiple interventions including erythropoietin. *Transfusion* 2001;41(suppl):92s.

23. Vengelen-Tyler V, **Kanter MH**, Gochman GA, Thompson JC. HCV lookback experience in a large HMO. *Transfusion* 2000;40(suppl):79s.
24. Naiman JL, Monge E, Gilbert RB, **Kanter MH**, Benkosky S. Incidence & significance of elevated serum total bilirubin levels in healthy blood donors. *Transfusion* 1997; 37(suppl):77S.
25. **Kanter M**. Should all relatives of a patient with hemochromatosis be screened for disease: A mathematical model. *Hepatology* 1996; 24(suppl):A1618.
26. **Kanter M.**, et. al. The probability of finding suitable directed donors. *Journal of the American Medical Association* 1989;261:3544.
27. Hodge S., **Kanter M**. Use of I-T-U matrices to calculate risk of hemolytic disease of the newborn (HDN) resulting from directed blood donations. *Am J Hum Genetics* 1988;43(suppl):A215.

BRIEF NOTES

1. Courneya P, **Kanter MH**. How to get the most out of precision medicine. *World Economic Forum Agenda*. Retrieved from <https://www.weforum.org/agenda/2019/01/how-to-get-the-most-precision-medicine/>
2. **Kanter MH**. Where the Nation's top medical specialists choose to practice. *HuffPost*. Nov 2017
3. **Kanter MH**, Capsule Commentary on Alkureishi et al., Impact of electronic medical record use on the patient-doctor relationship and communication: A systematic review. *J Gen Int Med* 2016;31(5):538.
4. **Kanter MH**, Schottinger JS, Copeland R. Integration alone does not reduce health care disparities. *J Clin Oncol* 2015;33:1
5. Thurer R, Lipford EH, Luban NLC, Aubuchon JP, Silver H, McCarthy LJ, **Kanter MH**, et. al. Universal leukocyte reduction. *Transfusion* 2000;40:751-2.
6. **Kanter MH**. Tubulolobular carcinoma of the breast. *Am J Surg Pathol* 1998;22:776.
7. **Kanter MH**, Poole G, Garratty G. More on p values in antibody identification. *Transfusion* 1997;37:1221-1222.
8. **Kanter MH**, Petz LD. Comparative safety of units donated by autologous, designated, and allogeneic (homologous) donors. *Transfusion Medicine* 1996;6:209-211.
9. Landaw EM, **Kanter M**, Petz LD. Safety of filtered leukocyte-reduced blood products for prevention of transfusion-associated CMV infection. *Blood* 1996; 87:4910.
10. Petz L., **Kanter M.**: Infectious disease markers in autologous and directed donations. *Transfusion Medicine* 1995;5:160-161.

11. **Kanter M.:** Should all pregnant women be tested for their platelet PLA (Zw, HPA-1) phenotype? *Br J Haematol* 1994;87:670-71.
12. **Kanter M.:** More advice on aspiration. *Patient Care* 1986; December 15, p.21.
13. **Kanter M.:** Serum Osmolality in acute intoxication. *Am J Clin Pathol* 1986; 85:393.
14. **Kanter M.:** AIDS & testing for AIDS. *Journal of the American Medical Association* 1986; 255:743.

WORKSHOPS & COURSES TAUGHT

1. Faculty, Institute for Healthcare Improvement. A new model to identify and deploy best practices. 30th Annual National Forum on Quality Improvement in Healthcare. Orlando, FLA. Dec 2018.
2. Faculty, A Workshop on Reducing Diagnostic Error in Clinical Settings. Diagnostic Error in Medicine 11th International Conference, New Orleans, LA. Nov 2018; 10th International Conference, Boston, MA. Oct 2017; 9th International Conference, Hollywood, CA. Nov 2016.
3. Faculty, National Patient Safety Congress. “Creating a Safety Net for Diagnostic and Medication Errors. IHI/Annual National Patient Safety Foundation Patient Safety Congress. Boston MA, May 2018.
4. Faculty, Charting the Future of Primary Care: Change, Payment, and Population Management. Center for Primary Care, Harvard Medical School. Boston, MA. Oct 2017 and Los Angeles, CA. Nov 2017.
5. Moderator, Shah N, **Kanter MH**, Lee TH. Hardwiring patient engagement to deliver better health. *NEJM Catalyst*. Pasadena CA, April 2017.
6. Faculty, Institute for Healthcare Improvement. Exploring the challenge of low-volume surgery and quality. 28th Annual National Forum on Quality Improvement in Healthcare. Orlando, FLA. Dec 2016.
7. Faculty, Institute for Healthcare Improvement. Building reliable systems to reduce delays in diagnosis. 28th Annual National Forum on Quality Improvement in Healthcare. Orlando, FLA. Dec 2016
8. Faculty. INCOSE (International Council on System Engineering) Clinical environment for medical devices. Clinical “fragmentation” and its impact on healthcare delivery. Annual international workshop, Los Angeles CA. Jan 2017.
9. Faculty, Training Institute for Dissemination and Implementation Research in Health. Using Existing Systems for D&I Research. Pasadena CA, July 2015.
10. Faculty National Patient Safety Foundation. Improving Patient Safety through Electronic Clinical surveillance. 17th Annual National Patient Safety Foundation Patient Safety Congress. Austin TX, May, 2015.

11. Faculty, Clinical Laboratory Management Association. Implementing a laboratory IT driven approach to improving patient outcomes. Knowledge Lab 2015. Orlando, Fla. March 2015.
12. Faculty, Institute for Healthcare Improvement. Complete Care Model: Transforming chronic and preventive care. 17th Annual International Summit on Improving Patient Care in the Office Practice and Community. Orlando, FLA. March 2016.; 16th Annual International Summit on Improving Patient Care in the Office Practice and the Community. Dallas, TX. March 2015;
13. Faculty, Institute for Healthcare Improvement. Proactive Care Transitions. 16th Annual International Summit on Improving Patient Care in the Office Practice and the Community. Dallas, TX. March 2015.
14. Faculty, International Council on Systems Engineering (INCOSE). Healthcare Systems. 25th anniversary annual INCOSE International Workshop. Jan 2015, Los Angeles, CA
15. Faculty, Institute for Healthcare Improvement. Research-Operations Partnerships to Improve Care. 26th Annual IHI National Forum on Quality Improvement in Health Care. Orlando, FL Dec 2014.
16. Faculty, National Association for Healthcare Quality. Improving Patient Safety through Electronic Clinical Surveillance. 39th Annual Educational Conference. Nashville, TN. Sept 2014.
17. Faculty, National Patient Safety Foundation. Improving Patient Safety through Electronic clinical surveillance. 16th Annual National Patient Safety Foundation Patient Safety Congress. Orlando, FL, May 2014.
18. Faculty, Institute for Healthcare Improvement. A systematic approach to preventive and chronic care. 15th Annual International Summit on Improving Patient Care in the Office Practice and the Community. Washington, DC, March 2014.
19. Faculty, Institute for Healthcare Improvement. Building an Integrated Outpatient Safety Net Program. 25th Annual National Forum on Quality Improvement in Health Care. Orlando, FL Dec 2013.
20. Faculty, Institute for Healthcare Improvement. "Health Disparities: Creating Systems and Measurement for Ambulatory Care". Quality Improvement for Chairs and Chiefs. Boston, MA, October 2013.
21. Faculty, National Patient Safety Foundation. Closing the loop on outpatient care. 15th Annual National Patient Safety Foundation Patient Safety Congress. New Orleans, LA, May 2013
22. Faculty, Institute for Healthcare Improvement "The Proactive Office Encounter: Addressing both preventive and chronic care needs." 14th Annual International Summit on Improving Patient Care in the Office Practice and the Community. Scottsdale, AZ April 2013; 13th Annual International Summit on Improving Patient Care in the Office

- Practice and the Community. Washington, DC March 2012; 12th Annual International Summit on Redesigning the Clinical Office Practice. Dallas, TX, March 2011; 11th Annual International Summit on Redesigning the Clinical Office Practice. Washington DC, March 2010; 10th Annual International Summit on Redesigning the Clinical Office Practice. Vancouver, Canada, March 2009.
23. Faculty, HIMMS. eDisparities evaluation and solutions: PHRs, quality, and the digital divide. HIMMS 13th Annual Meeting. New Orleans, LA, March 2013.
 24. Faculty, Institute for Healthcare Improvement. "Finding fatal flaws - saving lives by studying deaths. 23rd Annual National Forum on Quality Improvement in Health Care. Orlando, FL, December 2011.
 25. Faculty, Kaiser Permanente National Quality Conference. Building an integrated outpatient safety net program. July 2011, Pasadena, California,
 26. Faculty, National Patient Safety Congress. "Building an integrated outpatient safety program". 13th Annual National Patient Safety Foundation Patient Safety Congress. Washington DC, May 2011. 14th Annual National Patient Foundation Safety Congress. Washington D.C., May 2012.
 27. Faculty, Institute for Healthcare Improvement. "Improving transitions and reducing readmissions: Engaging the whole system." 22nd Annual National Forum on Quality Improvement in Health Care. Orlando, FL, Dec 2010.
 28. Faculty, Institute for Healthcare Improvement. "Transforming care transitions for heart failure patients." 22nd Annual National Forum on Quality Improvement in Health Care. Orlando, FL, December 2010.
 29. Faculty, Institute for Healthcare Improvement. "E-autopsy: saving more lives by studying deaths." 22nd Annual National Forum on Quality Improvement in Health Care. Orlando, FL, December 2010.
 30. Faculty, Kaiser Permanente National Quality Conference. Disparities Interventions. Pasadena, CA, May 2010.
 31. Faculty, Institute for Healthcare Improvement. "Achieving Equity Utilizing language services; Indirect estimates of race and ethnicity to evaluate clinical quality" 21st Annual National Forum on Quality Improvement in Health Care. Orlando, FL, December 2009.
 32. Faculty, Institute for Healthcare Improvement. "The Proactive encounter: integrated patient care." 21st Annual National Forum on Quality Improvement in Health Care. Orlando, FL, December 2009.
 33. Faculty, Kaiser Permanente National Quality Conference. Reducing Hospital Mortality-The diagnostic journey and moving the dot. Portland OR, June 2009.

34. Faculty, Kaiser Permanente National Quality and Brand Conference. HEDIS drivers of improvement - colorectal cancer screening improvement efforts. San Jose, CA, June 2008.
35. Faculty, Kaiser Permanente National Quality and Brand Conference. Proactive Office Encounter: Optimal integrated care for every patient encounter. San Jose, CA, June, 2008
36. Faculty, California Blood Bank Society Scientific Session. "Transfusion audits - are they worthwhile?" 47th Annual Meeting of the California Blood Bank Society. Irvine, CA, April 1999.
37. Faculty, American Red Cross Seminar. "Transfusion audits - are they still useful?" Long Beach, CA, March 1999.
38. Faculty, American Association of Blood Banks program/short topic "Pre-operative autologous blood donation: Issues and Strategies." 51st Annual Meeting. Philadelphia, PA, November 1998.
39. Faculty, American Association of Blood Banks Scientific Seminar "Antibody identification protocols program." 51st Annual Meeting. Philadelphia, PA. Nov 1998; 52nd Annual Meeting. San Francisco, CA, November 1999.
40. Faculty, American Association of Blood Banks Scientific Seminar "Research design and analysis." 51st Annual Meeting. Philadelphia, PA, November 1998.
41. Faculty, California Blood Bank Society Scientific Session "Statistics in transfusion medicine: Antibody identification. 46th Annual Meeting of the California Blood Bank Society. San Jose, CA, May 1998.
42. Faculty, American Association of Blood Banks program/short topic "Autologous transfusion program." 50th Annual Meeting. Denver, CO. October 1997.
43. Faculty, American Society of Clinical Pathologists Workshop for Technologists "Understanding and resolving transfusion complications". Columbus, OH, September, 1997.
44. Faculty, California Blood Bank Society Scientific Session "Autologous transfusions." 45th Annual Meeting of the California Blood Bank Society. San Diego, CA, May 1997.
45. Faculty, California Blood Bank Society Physicians' Symposium "Managing in a managed care environment - physician issues." 45th Annual Meeting of the California Blood Bank Society. San Diego, CA, May 1997.
46. Faculty, American Association of Blood Banks Workshop, Numbers for blood bankers". 48th Annual Meeting. New Orleans, LA November, 1995; 49th Annual Meeting, Orlando, FL, October 1996.
47. Faculty, California Association for Medical Laboratory Technology Workshop "Adverse consequences of blood transfusion: selected topics." San Jose, CA, February, 1993; San Diego, CA, March 1994; Burbank, CA, July 1995.

48. Faculty, Nurses' Seminar, "To draw or not to draw?" Bacteremia/sepsis in autologous and homologous donors. 43rd Annual Meeting of the California Blood Bank Society. Pasadena, CA, May 1995.

INVITED LECTURES

1. Technology and education. Colloquium on Artificial Intelligence, Technology, Innovation and the Future of Cardiology. UCSF. San Francisco CA. October 2019.
2. Diagnostic errors, non-optimal therapeutics, pathologists, and systems thinking. Department of Pathology Grand Rounds. Harbor-UCLA Medical Center. Torrance, CA. May 31, 2019.
3. Kaiser Permanente's approach to health disparities. USC Gehr Family Center for Health Systems Science. June 2019.
4. Grand Rounds: Department of Pathology. Harbor-UCLA Medical Center. Diagnostic errors, non optimal therapeutics, pathologists, and systems thinking. May 2019.
5. Confronting the opioid epidemic through effective leadership and the right strategies. National Healthcare CMO Summit. To be presented Pasadena CA. March 2019.
6. Closing the loop on critical laboratory test results. Vizient PSO WebEx meeting. Dec 2018.
7. Low-volume high risk surgical procedures. Trauma and Injury Subcommittee of the Defense Health Board, WebEx. Sept 2018.
8. The role and value of a pathologist. Association of Pathology Chairs Annual Meeting. San Diego CA. July 2018.
9. Keynote speaker. Closing the loop- The Kaiser experience. 2nd Diagnostic Excellence Summit. Johns Hopkins Center for Diagnostic Excellence. Baltimore MD. March 2018.
10. Population medicine- Is it time for a systems engineering approach? Loyola Marymount University School of Engineering. Los Angeles, CA. March 2017.
11. Keynote speaker. Health care disparities- How to utilize measurement and transparency to drive performance. 9th Annual Conference on Health Disparities, Washington DC. March 2016.
12. Using the capabilities of your electronic health records to increase reliability to test result management. In: Building reliable systems to reduce delays in diagnosis. IHI webinar. February 2016.

13. Keynote speaker. The post-analytic phase of laboratory testing- when is it over and how do we optimize it? Knowledge lab 2015. Clinical Laboratory Management Association. Orlando, Fla. March 2015.
14. Keynote speaker: Reducing health disparities with innovation, system processes, and the electronic medical record. 8th Annual Conference on Health Disparities, Long Beach, CA, Nov 2014.
15. Building an integrated outpatient safety program. National Patient Safety Foundation Webcast. August 2012.
16. Keynote speaker: Transforming care through innovation: Learning across boundaries. Centre for Healthcare Improvement, Chalmers University of Technology. Gothenburg, Sweden, January 2011.
17. Leading the way in the era of health care reform. Transforming Health Centers from Safety Net to Service Excellence. 17th Annual Region IX Leadership Training Conference, November 2010.
18. Improving the patient experience of care. Integrated Healthcare Association 2008 Annual pay for Performance (P4P) stakeholders meeting. Los Angeles, CA, Oct 2008.
19. Panel: What Drives Transfusion Practice? International Symposium on Advances in Transfusion Safety. National Institutes of Health. Bethesda, MD, June 2003.
20. Case presentation - pleomorphic adenoma of the breast. Los Angeles Society of Pathologists. Spring Slide Seminar, 1996.
21. Statistical malpractice: how to lie with statistics without knowing you are lying. West Valley Laboratory Symposium. Woodland Hills, CA, September 1994.
22. Adverse consequences of blood transfusion: selected aspects. West Valley Laboratory Symposium. Woodland Hills, CA, September 1993.
23. Fine needle aspiration biopsy of the breast. Meeting of the California Association of Cytotechnologists, Los Angeles Chapter. Los Angeles, CA, October 1983.
24. Fine needle aspiration biopsy of the thyroid gland. Meeting of the California Association of Cytotechnologists, Los Angeles Chapter. Torrance, CA, July 1982.

MISCELLANEOUS

1. Member, STEM Academy Advisory Board. The Help Group. Los Angeles CA. 2017-2018.
2. Participant. Improving Diagnosis in Health Care: Implementation Workshop. National Academies of Sciences, Engineering, & Medicine. Washing, DC. July 2017.
3. Participant, World Economic Forum Roundtable on the fourth industrial revolution. San Francisco. Mar 2017.

4. Host. NEJM Catalyst. Hardwiring Patient Engagement to Deliver Better Health Care. Pasadena, CA, April 2017.
5. Participant, President's Council of Advisors on Science and Technology (PCAST). Systems Engineering for Healthcare Workshop. Washington DC. May 2013. Report to the President. Better Health Care and Lower Costs: Accelerating Improvement through systems engineering. May 2014.
6. Member, Advisory Council for the Kaiser Permanente-George Washington University Collaboration on Health Policy and Social Mission in Medical Education. 2014-current.
7. Innovator for AHRQ Health Care Innovations Exchange. Proactive Office Encounter systematically identifies and addresses preventive and chronic care needs at every primary care and specialty visit. <https://innovations.ahrq.gov/profiles/proactive-office-encounter-systematically-identifies-and-addresses-preventive-and-chronic>
8. Innovator for AHRQ Health Care Innovation Exchange. Health plan's comprehensive strategy involving physician incentives and targeted recruitment enhances patient access to language-concordant physicians. <https://innovations.ahrq.gov/profiles/health-plans-comprehensive-strategy-involving-physician-incentives-and-targeted-recruitment>
9. Certified Professional in Patient Safety 2013-current.
10. Chairman, Risk management and patient safety. Kaiser Permanente, Woodland Hills, CA, 2001-2003.
11. Completion of Kaiser Permanente Leading from the Middle: A Middle Management Program. Rancho Santa Fe, CA, July 2000.
12. Secretary, Executive Committee, Kaiser Permanente, Woodland Hills, CA 1999-2003.
13. Certificate of Completion of Workshop "Facilitative Leadership: Tapping the Power of Participation." Interaction Associates. Kaiser Permanente, Woodland Hills, CA, 1998.
14. Team Excellence Award, Kaiser Permanente, Woodland Hills, CA, Blood Donor Center, 1997.
15. Participant, Kaiser Permanente Management Development Program-Marshall School of Business, University of Southern California, May-July 1997.
16. Chairman, Transfusion Committee, Kaiser Permanente Medical Center, Woodland Hills, CA, 1994-2001.
17. Member Ballot Committee, Kaiser Permanente Medical Center, West Los Angeles, 1991-1994.
18. Chairman, Transfusion Committee, Kaiser Permanente Medical Center, West Los Angeles 1984-1990.
19. Lecturer, Harbor-UCLA Medical Center Medical Technology Training Program 1980-1984.

PROFESSIONAL ASSOCIATIONS

American Society of Professionals in Patient Safety

Society to Improve Diagnosis in Medicine

Institute of Industrial and Systems Engineers

INCOSE (International Council on Systems Engineering)

American Association of Blood Banks

- Member, Blood Data Review and Research Committee, 1995-1998.
- Member, Transfusion Transmitted Disease Committee, 1995-1996.
- Member, Finance Committee, 1993-1994.
- Inspector, Inspection & Accreditation Program 1983-1990.

California Society of Blood Banking

- Panelist, Medical/Technical Issues. CBBS email network, 1998-2004.
- Member, Transfusion Transmitted Disease Committee, 1992.

Los Angeles County Medical Association

- Member Task Force on Blood Banking, 1992.