



Mas Takashima, MD

**Candidate for
Audit Committee**

What qualifications or experience allow you to be an effective member of the Audit Committee of the Academy?

Having been an active member of the Academy for 27 years and having served on seven committees and several educational and advocacy groups, I understand the importance of financial transparency and oversight. The Audit Committee is vital to the critical fiduciary responsibility that insures the reliable and secure fiscal footprint necessary to advance the goals of our Academy.

Four years ago, I became the inaugural departmental chair at Houston Methodist, now with 22 faculty and a new residency program. The rapid growth of departmental academic, clinical, and research arms requires rigorous oversight of the budget. My supplemental education in health care management and executive education at the Jones School of Business at Rice University and the T.H. Chan School of Public Health at Harvard has given me the insight into the business side of medicine. My department continues to grow exponentially.

In 2019, I became a Foundation board member of the American Academy of Otolaryngic Allergy (AAOA). The following year, I served as AAOA/f treasurer, interacting with external auditors. Last year, in recognition of my financial acumen, I was asked to join the AAOA/f Investment Committee. I plan to parlay what I have learned from these experiences to the Audit Committee.

The Academy has been my medical compass since the start of my residency 26 years ago. Starting from learning from the Clinical Practice Guidelines, to Home Study Courses, to being an active member of the Residents and Fellows committee, my journey has transitioned over the years. As junior faculty at the University of Colorado to becoming the program director and Vice Chair of Academic Affairs at Baylor College of Medicine (BCM), I have pushed to be more involved, participating on 7 different Academy committees as well as advocacy group trips to Washington. I am now involved in providing content and oversight to educational groups, such as the Clinical Practice Guideline Review, Academy U, and the National Residency Online Curriculum. Now, as chair of an academic department, as my interactions with the Academy matures, I hope to serve its mission by contributing my experience and knowledge to a leadership role on the Audit Committee.

In August 2019, I became the inaugural chair of the Dept of OTO/HNS at Houston Methodist. I have since hired 21 academic otolaryngology faculty, 13 of them subspecialists. This year, we started a new ACGME OTO/HNS residency at Houston Methodist, while still training residents from BCM, UT-Houston, and UT Medical Branch at Galveston. We will be starting a new AAFPRS fellowship in 2023 and will continue to partner with MD Anderson and BCM to train an ACGME accredited neurotology fellow. With this rapid growth, my vision aligned similarly with the Academy's Strategic Plan, emphasizing and creating actionable items around Education, Advocacy, Business of Medicine, Global outreach, DEI, Quality, and Wellness/Resiliency. Each of these missions are important for an organization such as the Academy, and especially important in the development of a new academic department. Validating my strategic plan, the last two years, we ranked first on the Press Ganey Faculty Engagement and Alignment survey at our institution, and we ranked in the top 96th percentile across the nation. Without a solid financial footing and plan, most if not all business/strategic plans fail. Without a positive budget, it is difficult to initiate new strategic initiatives. In the last two of my three years here, we have handily surpassed budgetary expectations enabling me to continue the expansive development of my department.

In preparation for my new role as chair, I have had the opportunity to embrace the business side of medicine with post graduate education in Health Care Management and Executive Education at the Jones Graduate School of Business at Rice University. In addition, I have also furthered my knowledge in this area by attending the Program for Chairs of Clinical Services at the T.H. Chan School of Public Health at Harvard University. I meet with my financial administrators of the department on a bi-weekly basis to run the numbers as it pertains to the department. Currently, we are taking on a herculean task of looking at all the surgical procedures in the subspecialties of our field, working with the finance department within our department and the institution, analyzing the financials including downstream institutional revenues associated with each division. This data has already improved the financial efficiency of the department.

With the American Academy of Otolaryngic Allergy (AAOA), I became a Foundation board member at-large in 2019. Due to my knowledge of financials, the following year, I was elected as Treasurer for the AAOA Foundation. Due to my active involvement as AAOA/f Treasurer, I have been asked this year to become a member of the AAOA Investment Committee. I hope to also parlay what I have learned from these experiences to become an active member of the Audit Committee for American Academy of Otolaryngology – Head and Neck Surgery.

CURRICULUM VITAE

Name: Masayoshi Takashima

Current Employment: Chair, Department of OTO/HNS – Houston Methodist Academic Institute

Place of Birth: Osaka, Japan

Education (include institutions, dates, degrees):

01/2020 Program for Chairs of Clinical Services
T.H. Chan School for Public Health | Executive Education
Harvard University | Boston, Massachusetts

2010 – 2011 Graduate certificate, Health Care Management
Jones Graduate School of Business | Executive Education
Rice University | Houston, Texas

1992 – 1996 M.D. | Baylor College of Medicine | Houston, Texas

1988 – 1992 B.A. Biochemistry | Rice University | Houston, Texas

Residency and Fellowship:

2008 Post-graduate training, Skull Base Surgery
Surgery Advanced Rhinology/Endoscopic Sinus Surgery
University of Adelaide | Adelaide, Australia

1998 – 2002 Residency, Otolaryngology-Head and Neck Surgery
Baylor College of Medicine | Houston, Texas
Bobby R. Alford, M.D., Program Director and Chairman

1996 – 1997 Internship, General Surgery
Baylor College of Medicine | Houston, Texas
Department of Surgery

Specialty: Education; Rhinology/Skull Base Surgery; Sleep Medicine/Surgery

Licensure and Certification:

2014 Diplomat – American Board of Otolaryngology – Head & Neck Surgery
Sleep Medicine Board Certification

2012, 2003 Diplomat – American Board of Otolaryngology – Head & Neck Surgery
Board certification 2003
Recertification 2012

2022 Fellow, American Rhinologic Society

2006 Fellow, American College of Surgeons

2005 Fellow, American Academy of Otolaryngic Allergy

Previous Employment:

2005-2019 Vice Chair of Academic Affairs and Program Director, Baylor College of Medicine, Dept of OTO/HNS

2002-2005 Faculty and Dept Chief of the Veterans Administration Hospital, University of Colorado

Memberships and Offices Held /Academy and other societies:Academy Committees

2018 – Present *Medical Devices and Drugs Committee*

2017 – 2018 *International Advisory Board*

2014 – 2018 *Rhinology and Allergy Education Committee*

2010 – 2012 *Young Physician's Committee*

2009 – 2013 *Patient Safety and Quality Improvement Committee*

2006 *Washington Advocacy lead*

2004 – 2012 *Sleep Disorders Committee*

2000 – 2001 *Committee on Residents and Fellows, Officer – Medical Informatics*

Other Academy Service

2019 Clinical Practice Guideline Review Committee – Epistaxis
2018 Academy U: Patient Management Perspectives – Non-Allergic Rhinitis
2003 National Residency On-line Curriculum. Granulomatous diseases of the head and neck
2006 Annual Meeting Moderator – Rhinology oral session

Non-Academy Service

American Board of Otolaryngology

Senior Oral Board Examiner, 2020 – Present
Oral Board Examiner, 2018 – 2020
Task Force on New Materials, 2009–2012
Editor, Maintenance of Certification – Allergic Fungal Sinusitis, December 2011

American Board of Internal Medicine

ABIM Item-Writing Task Force – Sleep Medicine, 1/1/22 – 6/30/23

Otolaryngology Program Director’s Organization

Officer, Member at Large, 2009–2013 – Directed the initial start of the organization

American Academy of Otolaryngic Allergy

Treasurer, Foundational Board, 2020 – Present
Foundational Board Member at-large, 2019 – 2020
Research Grant Committee, 2005 – Present
Mentor - Research in OTO & Allergy Development Scholarship Program, 2005 – Present
Position Statements and Clinical Practice, 2013 – 2014
Fellowship Exam Committee, 2008 – 2011
Public Relations Committee, 2004 – 2009

American Rhinologic Society

Allergy and Immunology in Rhinology Section, 2020 – Present
Bylaws Committee, 2017 – 2020
Corporate Affiliates Committee, 2007 – 2011

Society of University Otolaryngologists – Head & Neck Surgeons

Educational Innovation Committee, 2013 – 2016
Chair, Internet Development Committee, 2008 – 2009
Public relations committee, 2003 – 2007

International Surgical Sleep Society: Founding member

Honors/Awards: AAO—HNSf Honor Award

Community Service:

COVID Task Force lead: Helped develop and implement plan for COVID-19 Vaccinations for our community during the initial peak in 2020.

Regional/Local Hospital Participation:

2020 – present Houston Methodist Hospital Medical Executive Committee
2020 – present Houston Methodist Academic Institution Appointments and Promotions

Summation of Published Works Within the Specialty:

My clinical research publications are in the areas of surgical management of sleep disordered breathing and the surgical management of pituitary tumors. Having trained in multidisciplinary institutions of excellence, MD Anderson Cancer Center and National Jewish Hospital, my research has been multidisciplinary and quality centered. After 20 years in academics, my educational research publications are in optimizing resident training and improving quality metrics. Here are some examples of my publications in these subject areas. Overall, I have 49 peer reviewed publications and 27 book chapters.

Educational research

Otolaryngology resident educational research starts with identifying how we recruit medical students; adapting to the changes of the residents workflow; and discovering new technologies to improve teaching:

- **Recruitment:** Messner A, Teng M, Shimahara E, Abaza M, Franzese C, Goebel J, Gray S, Joe S, Ruckenstein M, Takashima M, Wax M, Zacharek M. A case for the standardized letter of recommendation in otolaryngology residency selection. *Laryngoscope*. 2014 Jan; 124(1):2-3.
- **Workflow:** Victores A, Roberts J, Sturm-O'Brien A, Victores N, Uecker W, Alford B, Takashima M. Otolaryngology resident workflow: a time-motion and efficiency study. *Otolaryngol Head Neck Surg* 2011 May; 144:708-13.
- **Workflow:** Victores A, Coggins K, Takashima M. Electronic Health Records and Resident Workflow: A Time-Motion Study of Otolaryngology Residents. *Laryngoscope*. 2015 Mar;125(3):594-8.
- **New teaching methodologies:** Yao W, Regone RM, Huhyn N, Butler E, Takashima M. 3D Sinus Imaging as an Adjunct to 2D Imaging to Accelerate Education and Improve Spatial Orientation. *Laryngoscope*. 2014 March; 124(3)596-601.

My roles as a senior oral board examiner for the American Board of Otolaryngology and a founding member of the Otolaryngology Program Director's Organization (OPDO) ensures oversight of optimal resident education and training.

Surgical treatment of obstructive sleep apnea (OSA)

The current state of surgery for OSA involves operating on the hypopharynx/oropharynx without prior diagnostic testing. My lifetime research on OSA surgery involves studying ways to validate the process of identifying the site of obstruction and creating new tools to achieve this goal.

- **New evaluation study:** Victores A, Takashima M. Effect of nasal surgery on the upper airway: a drug-induced sleep endoscopy study. *Laryngoscope*. 2012 Nov;122(11):2606-10.
- **New evaluation study:** Victores A, Hamblin J, Gilbert J, Switzer C, Takashima M. Usefulness of sleep endoscopy in predicting positional obstructive sleep apnea. *Otolaryngol Head Neck Surg*. 2014 Mar; 150 (3):487-93.
- **New technique:** Victores AJ, Olson K, Takashima M. Interventional Drug-Induced Sleep Endoscopy: A Novel Technique to Guide Surgical Planning for Obstructive Sleep Apnea. *J Clin Sleep Med*. 2017 Feb 15; 13(2):169-174.
- **Quality improvement:** Hamblin JS, Sandulache VC, Alapat P, Takashima M. Management of obstructive sleep apnea in the indigent population: a deviation of standard of care? *Otolaryngol Head Neck Surg*. 2014 Mar; 150(3):346-7.

Multidisciplinary management of the pituitary patient

Directing one of the busiest multidisciplinary endoscopic Pituitary Centers in academics allowed intense research on improving workflow, technique and safety:

- **Workflow improvement:** Thomas JG, Gadgil N, Sampson S, Takashima M, Yoshor D. Prospective trial of a short hospital stay protocol after endoscopic endonasal pituitary adenoma surgery. *World Neurosurgery*, *World Neurosurg*. 2014 Mar-Apr; 81(3-4):576-83.
- **Safety improvement:** Yao W, Regone RM, Takashima M. Staining intraoperative topical solutions with fluorescein: enhancing the safety of sinus surgery. *Int Forum Allergy Rhinol*. 2015 Sep; 5(9):870-4.
- **Safety improvement:** Ahmed OG, Yu J, Choi JS, Yoshor DJ, Takashima M. Real-Time Hemodynamic Effects of 1:100,000 and 1:200,000 Injectable Epinephrine and Placement of Topical 1:1,000 Epinephrine Pledgets in Patients Undergoing Endoscopic Sinus and Skull Base Surgery: A Randomized Prospective Study., *Int Forum Allergy Rhinol*. 2020 Feb;10(2):141-146.
- **Multidisciplinary Quality improvement:** Bahar K, Force, Kristen Staggers, Sherly Sebastian, **Mas Takashima**, Daniel Yoshor, Susan L. Samson, Endoscopic endonasal transsphenoidal surgery for patients with prolactinomas: Indications and Outcomes, *World Neurosurgery*, In Press 2022, ISSN 1878-8750, <https://doi.org/10.1016/j.wneu.2022.10.043>.