

**DIVISION OF PEDIATRIC SURGERY**

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May 3, 2015

Kate Early, MA

International Liaison and Scholarships Sections  
American College of Surgeons  
633 North St. Clair Street  
Chicago, IL 60611-3211

Dear Ms. Early,

Thank you for your continued support for this Fellow's professional growth through the 2014 Health Policy Scholarship at Brandeis. I am deeply appreciative of the opportunity and would like to briefly provide a "final" narrative and financial report. The final is in quotes since I plan to attend the 2016 Advocacy and Leadership Summit and am continuing to use the information and relationships discovered during the course in my day to day professional activities.

Almost a year has passed since we completed the week at Brandeis. As you know I have previously sent a comprehensive impression of the course and its component parts. With the passage of time the following areas have proven particularly relevant to my activities. Drs. Jellinek and Chilingirian' teachings on leadership, strategic thinking and individual and group decision making, form a core which is important and worth review periodically. The sessions on relational coordination inform my leadership decisions in a way that has been well received. I wish I had been exposed to this concept in a formal way earlier in my career. The session by Dr. Prottas on negotiation has also left an important lasting impression and has informed my approach to both personal and professional discussions about important issues.

Undoubtedly Scholars with different backgrounds will have different assessments but if I were to change the course I would recommend sending the lecture on financial accounting as video homework *before* the course and ask Scholars to submit examples of anonymized accounting case studies for the class to review at the course with direction and commentary by Dr. Anderson. I would follow her session with Dr.

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Tompkins discussion of value based purchasing and Dr. Mechanic's talk about bundled payments *before* Dr. Altman's presentation which could then focus on advocacy and how we can/could impact current issues. Said another way, the historic context Dr. Altman provides is perhaps not as important as a focus on the current healthcare policy landscape and might be provided by sending his book as pre-work, instead of receiving it after the course is complete. My underlying assumption that money drives the system is my defense for moving the accounting and money talks before the policy talks.

My activities related to the course material over the past 10 months are divided into 3 broad areas. First I have continued research on quality utilizing the National Surgical Quality Improvement Project-Pediatric (NSQIP-Pediatric) data which has resulted in a manuscript currently in press. Ongoing work strives to incorporate frontier analysis to augment more standard regression analysis to provide insights into our quality metrics. Parallel with this research I have worked to disseminate quality data from NSQIP-Pediatric through various departments at our hospital as a resource. This has resulted in a nascent collaboration with our Chief Financial Officer to try to develop value as a formal part of our business data reporting internally.

At the Clinical Congress I met with members of the ACS and other scholars and discussed the appropriate size of the Children's Health Insurance Program (CHIP). Subsequently I met twice with members of the Tennessee delegation to the House in support of the College's successful effort to repeal the SGR, and to reauthorize CHIP. Through the Tennessee Chapter of the ACS I am currently serving on the Health Policy Advisory Council. I was not able to attend the ACS Leadership and Advocacy Summit this year due to a commitment to participate in the SIOPEL group currently designing the Pediatric Hepatic International Tumor Trial, but have committed to do so next year.

Finally I have been asked to serve as the Chairperson of a new Advocacy Committee of the American Pediatric Surgical Association (APSA). In this position I made a presentation to the Board of Governors of APSA. Our committee which serves at the pleasure of the BOG is specifically tasked to tighten relationships with key partners including the ACS, in strengthening advocacy for the health of children as it relates to trauma, disaster preparedness and access to quality surgical care. In these last two activities Dr. Altman's advice and wisdom has informed my thinking about the art of the possible, and the opportunity to make real change for the better in our health policy.

In summary Ms. Early, the course has had significant impact on my thinking, my professional activities, and indeed on the opportunities I have had to become involved in the real world work of our professional organizations as they interact with our government representatives as they craft legislation and health care policy. For this I am deeply grateful. Attached please find a financial report of my travel supported by the scholarship. I am very appreciative of your assistance in obtaining the authority to retain the remaining funds (\$945.28) from the scholarship to support my attendance at

the 2016 ACS Leadership and Advocacy Summit. I look forward to continuing to work with your Section and anticipate further opportunities to participate in the ACS and APSA efforts to advocate for effective health care policy in the United States of America.

Sincere best regards,

A handwritten signature in black ink, appearing to read "Max R. Langham, Jr.", written in a cursive style.

Max R. Langham, Jr, MD  
Professor of Surgery and Vice Chairman  
Department of Surgery  
University of Tennessee Health Science Center  
Memphis, Tennessee