LIGHTING THE WAY FORWARD
in healthcare leadership

Army-Baylor Program
Annual Report
2021/2022

Baylor University
HANKAMER SCHOOL OF BUSINESS
It is my pleasure to present our first Army-Baylor Program Annual Report. As the program director, my appreciation and admiration of our students, faculty and key stakeholders have grown exponentially from this new vantage point.

The Army-Baylor Program continues to attract and develop high-caliber U.S. military officers and civilians that will excel in the federal health sector. This report will highlight three different classes: graduating (2019-2021), residency (2020-2022) and didactic year (2021-2023). Our diverse student bodies are comprised of interdisciplinary healthcare professionals from the Military Services, Veterans Affairs and federal civilians.

The Army-Baylor Program faculty impressed me when I attended the program from 2008 to 2010. In hindsight, I only saw a glimpse of our faculty contributions and responsibilities as a student. I cannot quantify our faculty's commitment to excellence, selfless service and dedication to this program, our students and the broader healthcare and academic fields. At any given time, the Army-Baylor faculty is managing multiple student cohorts in and out of the classroom, contributing scholarly research, and serving in various professional organizations such as the American College of Healthcare Executives and the Commission on Accreditation of Healthcare Management Education.

In addition to our faculty, we are fortunate to have access to talented and successful leaders in the healthcare industry to precept our students. Many of our preceptors are alumni of our Program and continue to give back. The Army-Baylor Alumni Association continues to sponsor programs and social events. We would not be able to provide such a rich educational experience without our preceptors and alumni group.

The Army-Baylor Program is unique from other graduate healthcare management programs. I hope this report showcases this year of the Army-Baylor story.

Teresa S. Hinnerichs
Program Director & Assistant Professor
Colonel, U.S. Army
Army-Baylor Class of 2021 alumni are employed with the following organizations:

ARIZONA
- Raymond W. Bliss Army Health Center, Fort Huachuca, Arizona

CALIFORNIA
- Naval Medical Center, San Diego, California

DELWARE
- Dover Air Force Base, Dover, Delaware

COLORADO
- Evans Army Community Hospital, Fort Carson, Colorado

FLORIDA
- Health, Safety, and Work Life Department, Miami, Florida

GEORGIA
- Martin Army Community Hospital, Fort Benning, Georgia

HAWAII
- Defense Health Agency, Hawaii Market, O'ahu, Hawaii

NEW JERSEY
- Samuel J. Call Health Services Center, Cape May, New Jersey

NEW YORK
- Kellner Army Community Hospital, West Point, New York

KANSAS
- Irwin Army Community Hospital, Fort Riley, Kansas

KENTUCKY
- Blanchfield Army Community Hospital, Fort Campbell, Kentucky

MARYLAND
- USAMRIID, Fort Detrick, Maryland

MISSISSIPPI
- Kortz Clinic, 14th Medical Group, Columbus Air Force Base, Columbus, Mississippi

NORTH CAROLINA
- 44th Medical Brigade, Fort Bragg, North Carolina

NEW JERSEY
- Woman Army Medical Center, Fort Bragg, North Carolina

UNITED STATES
- Brooke Army Medical Center, Joint Base San Antonio, Texas
- William Beaumont Army Medical Center, Fort Bliss, Texas

GERMANY
- Landstuhl Regional Medical Center, Landstuhl, Germany
- U.S. Army Medical Department Activity, Bavaria, Germany

ITALY
- Naval Hospital Signellla, Metropolitan City of Catania, Italy

JAPAN
- U.S. Army Aviation Battalion, Camp Zama, Japan
- U.S. Naval Hospital Yokosuka, Yokosuka, Japan
Residency Placement for Class of 2022

Lt. j.g. David P. Ahmadian
SERVICE: U.S. Navy
RESIDENCY: Massachusetts General Hospital, Boston, Massachusetts
PRECEPTOR: Anny Guguement

Capt. David T. Attanasio
SERVICE: U.S. Army
RESIDENCY: Naval Hospital Portsmouth, Portsmouth, New Hampshire
PRECEPTOR: Sally House-Brown

1st Lt. Christopher J. Bennett
SERVICE: U.S. Air Force
PRECEPTOR: Dr. China Sanders

Capt. Allan R. Bishop Jr.
SERVICE: U.S. Army
RESIDENCY: Brooke Army Medical Center, Fort Hood, Texas
PRECEPTOR: LTC Jeffrey Blackwell

Col. Jason Bothwell
SERVICE: U.S. Army
RESIDENCY: Department of Emergency Medicine
RESIDENCY: Brooke Army Medical Center, Fort Hood, Texas
PRECEPTOR: LTC Jeffrey Blackwell

Capt. Meghan O. Bryant
SERVICE: U.S. Army
RESIDENCY: San Antonio Military Medical Hospital, San Antonio, Texas
PRECEPTOR: COL Timothy Bengough

Maj. Roy Camacho
SERVICE: U.S. Army
RESIDENCY: Department of Physical Therapy
RESIDENCY: Ft. Carson, Colorado
PRECEPTOR: COL Kimberly Barone

Capt. Danny C. Cooper
SERVICE: U.S. Army
RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas
PRECEPTOR: COL Steven Rohrer

Ens. Jose L. Delgado
SERVICE: U.S. Navy
RESIDENCY: CHC, Jacksonville, Florida
PRECEPTOR: Mr. Steve Lambert

Ens. Lazarus M. Gonzalez
SERVICE: U.S. Navy
RESIDENCY: Naval Hospital Camp Pendleton, Camp Pendleton, California
PRECEPTOR: COL Tim Colar

Lt. Christopher Hepp
SERVICE: U.S. Coast Guard
RESIDENCY: Walter Reed National Military Medical Center, Bethesda, Maryland
PRECEPTOR: COL Steven Rohrer

Maj. Elizabeth Lee
SERVICE: U.S. Army
RESIDENCY: Walter Reed National Military Medical Center, Bethesda, Maryland
PRECEPTOR: COL Charlotte McRae

Capt. Sarah C. McCue
SERVICE: U.S. Army
RESIDENCY: Medical University of South Carolina
RESIDENCY: Medical University of South Carolina
PRECEPTOR: LTC Robert Haddock

Daniel Menz-Erb
SERVICE: U.S. Navy
RESIDENCY: Walter Reed National Military Medical Center, Bethesda, Maryland
PRECEPTOR: Mr. Tim Carroll

Ens. Matthew G. Nelson
SERVICE: U.S. Navy
RESIDENCY: Kaiser Permanente, Orange, California
PRECEPTOR: COL Angel Vargas

Capt. Jaime J. Rodriguez
SERVICE: U.S. Army
RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas
PRECEPTOR: COL Steven Rohrer

1st Lt. Steven A. Ryan
SERVICE: U.S. Air Force
RESIDENCY: Walter Reed National Military Medical Center, Bethesda, Maryland
PRECEPTOR: Mr. Mike Miller

Maj. Christina C. Swinton
SERVICE: U.S. Army
RESIDENCY: Womack Army Medical Center, Fort Bragg, North Carolina
PRECEPTOR: COL Hugh McRae

Capt. Burke Tervort
SERVICE: U.S. Army
RESIDENCY: Mayo Clinic, Phoenix, Arizona
PRECEPTOR: Mr. Sean Gann

Capt. Tabatha S. Trice
SERVICE: U.S. Army
RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas
PRECEPTOR: COL Stephen Schade

Capt. Jeffrey J. Winfield
SERVICE: U.S. Army
RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas
PRECEPTOR: LTC Stephen Schade

Capt. Nathan H. Wu
SERVICE: U.S. Army
RESIDENCY: Mayo Clinic, Jacksonville, Florida
PRECEPTOR: Mr. Greg Bolles

ARMY-BAYLOR CLASS OF 2022 MEMBERS ARE EMPLOYED WITH THE FOLLOWING ORGANIZATIONS:

ARIZONA
Mayo Clinic, Phoenix

CALIFORNIA
Kaiser Permanente, Pasadena
Naval Hospital Camp Pendleton, Oceanside

COLORADO
Evans Army Community Hospital, Fort Carson

FLORIDA
Mayo Clinic, Jacksonville

MARYLAND
Walter Reed National Military Medical Center, Bethesda

MSSACHUSETTS
Massachusetts General Hospital, Boston

NORTH CAROLINA
Womack Army Medical Center, Fort Bragg

SOUTH CAROLINA
Medical University of South Carolina, Charleston

TEXAS
Brooke Army Medical Center, Joint Base San Antonio
Carl R. Darnall Army Medical Center, Fort Hood

CHISTUS Health, San Antonio
South Texas Veterans Health Care System, San Antonio
St. Luke’s Baptist Hospital, San Antonio

GERMANY
LRCM, Landstuhl

U.S. ARMY MEDICAL DEPARTMENT MUSEUM
Fort Sam Houston, Texas
New Class
Introduction:
Class of 2023
Lt. Col. Stephen Schwab received the 2021 Faculty Researcher of the Year Award, recognizing his contributions to the study of health care coordination.

During the 2020-2021 academic year, Schwab completed three research papers. “The Value of Specific Information: Evidence from Disruptions to the Patient-Physician Relationship” and “Power Dynamics in the Doctor-Patient Relationship: Evidence from the Military”—the latter co-authored by Manasvini Singh of the University of Massachusetts—focus on the doctor-patient rapport in a military setting.

“The relationship is important, both in military and civilian settings,” he said. “One piece of research I did shows that when you disrupt the doctor-patient relationship, you are getting about a 12 percent increase cost. It matters for people who need a consistent provider due to a significant bout of illness.”

These two pieces are tightly linked, Schwab said. One study dives into what happens when you break up the relationship, while the other examines the effects of no relationship at all—such as a trip to the emergency room.

Schwab’s third research paper, “Opioid Abuse and Employment Outcomes: Evidence from the US Military,” co-authored by Abby Alpert from the University of Pennsylvania and Benjamin Ukert from Texas A&M University, examines the impact of opioid use within the military. Their findings show that after an opioid prescription, patients are less likely to be promoted or gain security clearance, and the probability of facing disciplinary action vastly increases.

“It is an honor,” Schwab said. “I appreciate being in a place that gives me the resources and support to conduct research I think is important.”

Schwab also served as the principal investigator (PI) or co-PI for two grants during the year, both being selected for funding. The first grant will fund a study measuring the degree to which primary care practices are shaped by institutional and market forces.

“This will look at variation in primary care—specifically from a military context—whether it is better to provide it in the military hospital or send it out to the network,” he said.

The second grant will fund research into the economic costs of turnover among nurses and the decision to use temporary nursing staff.

“It is an honor,” Schwab said. “I appreciate being in a place that gives me the resources and support to conduct research I think is important.”
Dan Miller, CEO of Methodist Hospital in San Antonio, was selected for the Dean Toland Preceptor of the Year Award. Miller was nominated by his student, Maj. Danny L. Harris, during the 2020-2021 residency year. “He strives to build strong relationships throughout the community and his relationship with the military is no exception.” A son of a veteran, Miller continually seeks to find ways to give back to the Armed Forces, including hosting a lunch and leadership forum for the 2021 and 2022 classes of the Army-Baylor MBA/MHA program. Miller has presented lectures on leadership failures, successes and key points to inspire constant development. Miller served as the preceptor for Air Force Lt. Steven Ryan during the 2021-2022 residency year.

Maj. John Koehler
Maj. John Koehler served as an advisor to La Frantera de Salud, a student-led organization that provides no-cost medical outreach and medical education resources to indigent populations in the Greater San Antonio area and the Rio Grande Valley. Koehler’s team was able to plan and execute three vaccine drives that resulted in the administration of nearly 200 vaccinations to underserved patients in the local area.

Maj. Hung C. Duong
When his healthcare organization was critically short on administrative staff during the COVID-19 pandemic, Maj. Duong stepped up to volunteer over 50 hours at UCLA Health’s influenza and COVID vaccination efforts. He also coordinated the scheduling for over 50 volunteers at two separate vaccination sites in the Los Angeles area.

Maj. Derrick Davis
Maj. Davis served as the Incident Commander for the Kaiser Permanente-Central Valley Area COVID response efforts. In this capacity, Davis provided leadership and logistical support for over 4,700 staff and 411,000 members, which resulted in zero documented cases of COVID transmission from staff to patients or from patients to staff. Additionally, he served as an assistant mass vaccination site leader, which led to the administration of 12,863 vaccines to local community members.

CLASS OF 2022
Capt. Meghan Bryant
Capt. Meghan Bryant volunteered over 200 hours with the Saddle Light Therapeutic Riding Center, which provides equine-assisted therapy for wounded servicemembers and disabled adults. Bryant enabled therapeutic services for over 50 disabled children and adults, which helped improve the quality of life for both patients and family members.

CLASS OF 2023
Members of the class of 2023 performed group community service on Oct. 9, 2021, at the San Antonio Food Bank. Audrey Mosley, Josh Fritzsche, Marie Arco, and Tamara Johnson-Caswell (incoming class of 2024), helped fill over 900 boxes of food for distribution at the San Antonio Food Bank.

Jonathan Courage and his wife, Celena, regularly serve the San Antonio community through their joint volunteer work with Boysville of San Antonio. Boysville is a group home for foster children in the San Antonio area.
Army-Baylor Recognizes Award Winners

Director’s Chair Award
Sponsored by Brig. Gen. (Retired) Don Wagner, USAF, MSC, Class of 1960. The program director selects one student that has demonstrated the highest aptitude and leadership potential during the didactic year.

Awarded: Daniel Menz-Erb, Class of 2022

Michael S. Franz Alumni Award
Presented to the student whom the faculty deems has best demonstrated academic proficiency, leadership and participation in class and community activities during their didactic year. This award was initiated to honor the memory of Maj. Michael S. Franz, Army-Baylor Class of 2014.

Awarded: Ben Carroll, Class of 2022

Peter T. Shaul Peer Award
Presented by the class to the class member who in the opinion of the class, has done the most to contribute to the overall welfare of the class during the didactic curriculum.

Awarded: Jason Bothwell, ECL Class of 2021

Boone Powell Award for Excellence in Student Research
Presented to the student who in the opinion of the faculty, has compiled the most outstanding graduate management portfolio developed during the residency year. The award was initiated by Mr. Boone Powell, a scholar, long-time friend and faculty member of the Program, and is continued by the Army-Baylor University Alumni Club.

Awarded: Bianca Gabriel, Class of 2021

Col. Richard Harder Award
This award is presented to the student who submits the top Best Practice from the residency year, as voted on by faculty. The award is named for the former program director of the Army-Baylor program, Col. Richard Harder. Harder’s efforts to continually develop the Army-Baylor program are in keeping with the nature of this award—focused on the long-term improvement of the military healthcare system. The recipient of this award will be asked to present at a national forum to be determined.

Awarded: Renata Zacarkim, Class of 2021

Dean Toland Preceptor of the Year Award
Awarded: Dan Miller, Methodist Hospital

Other Highlights
Capt. Trevor Fitzgerald (Class of 2021) was recognized through the Medical Service Corp Chief’s Pride in the Patch program honoring service excellence in MSC officers.

Andrew Galdi, Army-Baylor Class of 2021, is the recipient of the 2020 TSG Physician Assistant Recognition Award.

UCLA Case Competition—Army-Baylor Class of 2022 team consisting of Chris Hepp, Tabatha Trice, Meghan Bryant and Burke Tovett made it to the final four in the UCLA case competition.

LTC Kimberly Decker (Faculty) was awarded the 2022 American College of Healthcare Executives District Six Regents Award for Diversity and Inclusion.

Program Awards
Higher Education Network Award, presented at the Leon I. Gintzig Commemorative Address (ACHE)

Excellence in Residency
Maj. Boma Afiesimama (Class of 2021) was one of four students nominated for the Boone Powell Award for Excellence in Student Research. While serving at Resolute Health Hospital in New Braunfels, Texas, Afiesimama led a project that helped Resolute Health increase its sepsis bundle compliance rate from 62.4 to approximately 70 percent in four months. He also led a project that successfully decreased the acute myocardial infarction/heart failure readmission rate from 16.67 to 13.79 percent over the span of six months.

Leadership Guest Speaker Series

2021
AUGUST
06 Richard Azar, COO, UCLA Health
   - UCLA Medical Center, Los Angeles CA - UCLA Health Overview & Day in the Life of a Chief Operating Officer (COO)
10 LTC Stephen Schwab, Chief Financial Officer
   - Brooke Army Medical Center
16 Jody Hall, Vice President for Sourcing
   - H-E-B Grocery Stores - Impact of corporate culture, values and corporate citizenship on sourcing decisions and distribution channels

SEPTEMBER
10 Matt Wain, CEO, Emory University Hospital, Emory Wesley Woods Hospital, Emory University Orthopedics & Spine Hospital
   - Emory Health, Atlanta GA - Leadership: Perspectives from the Cockpit to the C-Suite
23 Chief Nim Kidd, Dr. Emily Kidd
   - “Whole Community” aspect of disaster relief options

OCTOBER
15 David Rubenstein, Major General (Retired)
   - Executive Consultant, U.S. Army Medical Command - Leading Through Change
20 Travis Krug, VP Human Resources
   - CHRISTUS Health - Performance Management, Performance Appraisal, recruitment and retention of employees
27 John LaCurto, JD
   - University of the Incarnate Word - Legal issues with compensation, employee benefits and ethical consideration of human resources practices

2022
FEBRUARY
09 LTC Timothy Decker
   - U.S. Army North - Mission Command

MARCH
25 CAPT Ann Case, USN, Commanding Officer
   - Naval Medicine Training Support Center

APRIL
22 Dan Miller, Chief Executive Officer
   - Methodist Hospital and Methodist Children’s Hospital, San Antonio, Texas

MAY
16 COL Mark Lavin, Assistant Chief of Staff JS
   - U.S. Army North - Strategic planning in military versus civilian organizations
24 Christopher Huntley, Vice President
   - GE Healthcare - Managing medical equipment shortages during COVID

NOVEMBER
05 COL Mark Swoford
   - Vice President, OptumServe - Thoughts on Healthcare, Leadership and Professional Development

DECEMBER
15 LTG Ronald Place
CLASS OF 2022 AND INSTRUCTORS

Baylor University
HANKAMER SCHOOL OF BUSINESS