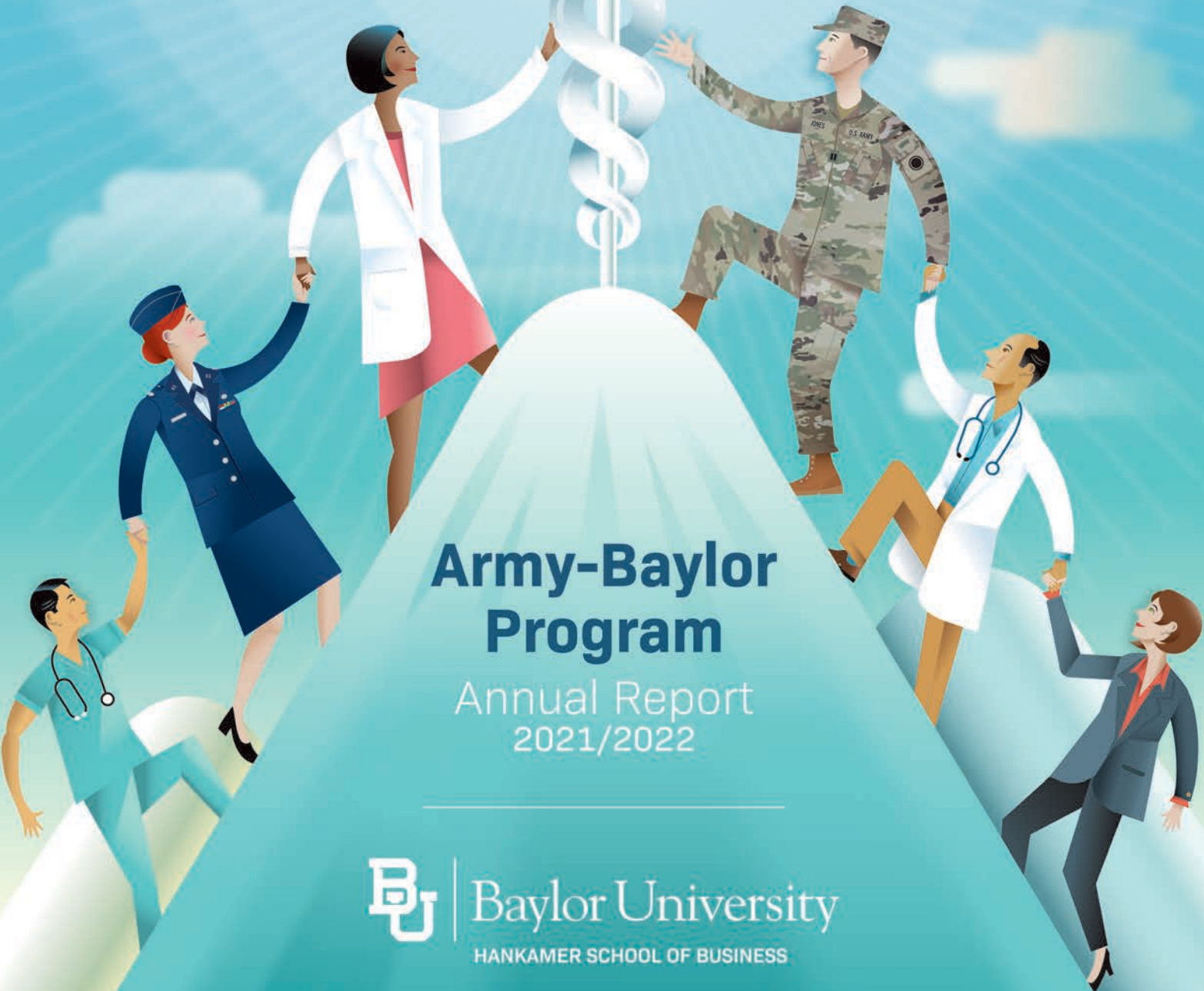


LIGHTING THE WAY FORWARD

in healthcare leadership



Army-Baylor Program

Annual Report
2021/2022



Baylor University
HANKAMER SCHOOL OF BUSINESS

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Army-Baylor Faculty and Staff



Lorena A. Bailey
Assistant Professor



Bruce W. Barnes III
Assistant Professor
Major, United States Army



Kimberly Decker
Assistant Professor
Lieutenant Colonel, United States Army



Mike Frankel
Faculty Lecturer
Major, United States Army



Austin Haag
Assistant Professor
Lieutenant Commander, United States Navy



Anthony Harmon
Residency Director



Teresa S. Hinnerichs
Program Director & Assistant Professor
Lieutenant Colonel, United States Army



Jose Mauricio Jimenez
Assistant Professor



Garrett W. Larson
Adjunct Assistant Professor
Major, United States Army



A. David Mangelsdorff
Professor Emeritus



Mark Nikont
Instructor Chaplain, United States Army



Rene Pryor
Education and Training Technician



Jennifer Russell
Noncommissioned Officer-in-Charge (NCOIC)
Staff Sergeant, United States Army



Steve Schwab
Affiliated Research Professor and Lecturer in the Dept of Economics
Lieutenant Colonel, United States Army



Mary Ann Sifuentes
Administrative Assistant
(not pictured)



Allen Solenberg
MHA Deputy Director and Assistant Professor
Lieutenant Colonel, United States Air Force



Mike Whiddon
Executive in Residence
Colonel, United States Army



Dan M. Wood
Chief Clinical Instructor
LTC, United States Army



Karin Waugh Zucker
Professor Emeritus
(not pictured)



LETTER FROM THE PROGRAM

DIRECTOR

We would not be able to provide such a rich educational experience without our preceptors and alumni group.

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, PHD
Program Director & Assistant Professor
Colonel, U.S. Army

Class of 2021 Placement after Residency

Lt. Kayla J. Abruzzese SERVICE: U.S. Coast Guard JOB: District 7 Regional Practice Manager LOCATION: Base Miami Beach Health, Safety and Work Life Department Head, Florida	Ensign Angela Swint SERVICE: U.S. Navy LOCATION: Robert E. Bush Naval Hospital, California	Maj. Boma Afiesimama SERVICE: U.S. Army JOB: Deputy Chief, Strength Management Branch LOCATION: Fort Sam Houston, TX	Maj. Jared H. Brynildsen SERVICE: U.S. Army JOB: Operations Officer LOCATION: U.S. Army Aviation Battalion, Camp Zama, Japan	Capt. Ryan W. Buck SERVICE: U.S. Air Force JOB: Group Practice Manager LOCATION: 633d Medical Group, Joint Base Langley-Eustis, Virginia	Ensign Samantha L. Cherry SERVICE: U.S. Navy JOB: U.S. Naval Medical Center, San Diego, California
Maj. Derrick A. Davis Jr. SERVICE: U.S. Army JOB: Executive Officer LOCATION: Tripler Army Medical Center, O'ahu, Hawaii	Maj. James Deacon SERVICE: U.S. Army JOB: Nurse Methods Analyst LOCATION: Landstuhl Regional Medical Center, Germany	Maj. Hung Duong SERVICE: U.S. Army JOB: Chief, Clinical Operations LOCATION: McDonald Army Health Center, Fort Eustis, Virginia	Capt. Zachary D. Eoute SERVICE: U.S. Army JOB: Comptroller LOCATION: U.S. Army Medical Research Institute for Infectious Disease (USAMRIID), Fort Detrick, Maryland	Capt. Samuel C. Erickson SERVICE: U.S. Army JOB: Chief of Managed Care LOCATION: Tripler Army Medical Center, O'ahu, Hawaii	Capt. Trevor A. Fitzgerald SERVICE: U.S. Army JOB: Chief, Clinical Operations LOCATION: William Beaumont Army Medical Center, Fort Bliss, Texas
Lt. j.g. Bianca Gabriel SERVICE: U.S. Navy JOB: Healthcare Administrator LOCATION: U.S. Naval Hospital Yokosuka, Japan	Maj. Andrew J. Galdi SERVICE: U.S. Army JOB: Deputy Commander for Health Readiness LOCATION: Desmond T. Doss Health Clinic, Schofield Barracks, Hawaii	Maj. Danny L. Harris SERVICE: U.S. Army JOB: Chief, Physical Performance Service Line LOCATION: U.S. Army Medical Department Activity Bavaria, Germany	Capt. Jaime L. Hollingsworth SERVICE: U.S. Army JOB: Information Systems Flight Commander LOCATION: Koritz Clinic, 14th Medical Group, Columbus Air Force Base, Mississippi	Maj. John T. Koehler SERVICE: U.S. Army JOB: Executive Officer LOCATION: Defense Health Agency Indo-Pacific, O'ahu, Hawaii	Maj. Jung S. Lee SERVICE: U.S. Army JOB: Chief, Managed Care Division LOCATION: Landstuhl Regional Medical Center (LRMC), Germany
Lt. j.g. Katelyn A. Powell SERVICE: U.S. Navy JOB: 1st Dental Battalion LOCATION: Camp Pendleton, California	Maj. Andrew Neubecker SERVICE: U.S. Army JOB: Chief of Healthcare Operations LOCATION: Evans Army Community Hospital, Fort Carson, Colorado	Maj. Joseph C. Pecko SERVICE: U.S. Army JOB: Comptroller LOCATION: 44th Medical Brigade, Fort Bragg, North Carolina	Maj. Blayne A. Rankin SERVICE: U.S. Army JOB: Executive Officer LOCATION: Irwin Army Community Hospital, Fort Riley, Kansas	Ensign Dylan J. Rich SERVICE: U.S. Navy JOB: Adjutant LOCATION: 2nd Medical Brigade, Camp Lejeune, North Carolina	Capt. Zachary A. Robinson SERVICE: U.S. Army JOB: Chief, Clinical Support Division LOCATION: Keller Army Community Hospital, West Point, New York
Maj. Jason L. Robinson SERVICE: U.S. Army JOB: Nurse Methods Analyst LOCATION: Tripler Army Medical Center, O'ahu, Hawaii	Capt. Jesse E. Sheldon SERVICE: U.S. Air Force JOB: Medical Resource Management Flight Commander LOCATION: Dover Air Force Base, Delaware	Maj. Dominique K. Sorgenfrei SERVICE: U.S. Army JOB: Nursing Operations Analyst LOCATION: Brooke Army Medical Center, Joint Base San Antonio, Texas	Lt. j.g. Jeffery J. Svajdlenka SERVICE: U.S. Navy	Capt. Anthony A. Threet SERVICE: U.S. Army JOB: Chief, Clinical Support Division LOCATION: Raymond W. Bliss Army Health Center, Fort Huachuca, Arizona	Maj. Lindsey A. Umlauf SERVICE: U.S. Army JOB: Assistant Chief, Physical Therapy LOCATION: Brooke Army Medical Center, Joint Base San Antonio, Texas
Lt. j.g. Anthony VanLuven SERVICE: U.S. Navy JOB: Patient Administration and Healthcare Business Division Officer LOCATION: Naval Hospital Sigonella, Italy	Lt. Samantha A. Watson SERVICE: U.S. Coast Guard JOB: Deputy Regional Practice Director LOCATION: Samuel J. Call Health Services Center, Cape May, New Jersey	Maj. Mark R. Wessler SERVICE: U.S. Army JOB: Deputy Chief, Behavioral Health LOCATION: Martin Army Community Hospital, Fort Benning, Georgia	Capt. Rambalina K. Williams SERVICE: U.S. Army JOB: Executive Assistant LOCATION: Office of the Surgeon General, Falls Church, Virginia	Capt. Mark A. Workman SERVICE: U.S. Army JOB: SHS Administration Officer LOCATION: Blanchfield Army Community Hospital, Fort Campbell, Kentucky	Maj. Renata P. Zacarkim SERVICE: U.S. Army JOB: Healthcare Administrator (MHS Genesis Site Lead) LOCATION: Kimbrough Ambulatory Care Center, Fort Meade, Maryland

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

DELAWARE

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
Desmond T. Doss Health Clinic, Schofield Barracks, Hawaii
Tripler Army Medical Center, O'ahu, Hawaii

KANSAS

Irwin Army Community Hospital, Fort Riley, Kansas

KENTUCKY

Blanchfield Army Community Hospital, Fort Campbell, Kentucky

MARYLAND

USAMRIID, Fort Detrick, Maryland
Kimbrough Ambulatory Care Center, Fort Meade, Maryland

MISSISSIPPI

Koritz Clinic, 14th Medical Group, Columbus Air Force Base, Columbus, Mississippi

NORTH CAROLINA

44th Medical Brigade, Fort Bragg, North Carolina
Womack Army Medical Center, Fort Bragg, North Carolina

NEW JERSEY

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

NEW YORK

Keller Army Community Hospital, West Point, New York

TEXAS

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

VIRGINIA

633rd Medical Group – Joint Base Langley-Eustis, Hampton, Virginia
McDonald Army Health Center, Fort Eustis, Virginia
Office of the Surgeon General, Falls Church, Virginia

GERMANY

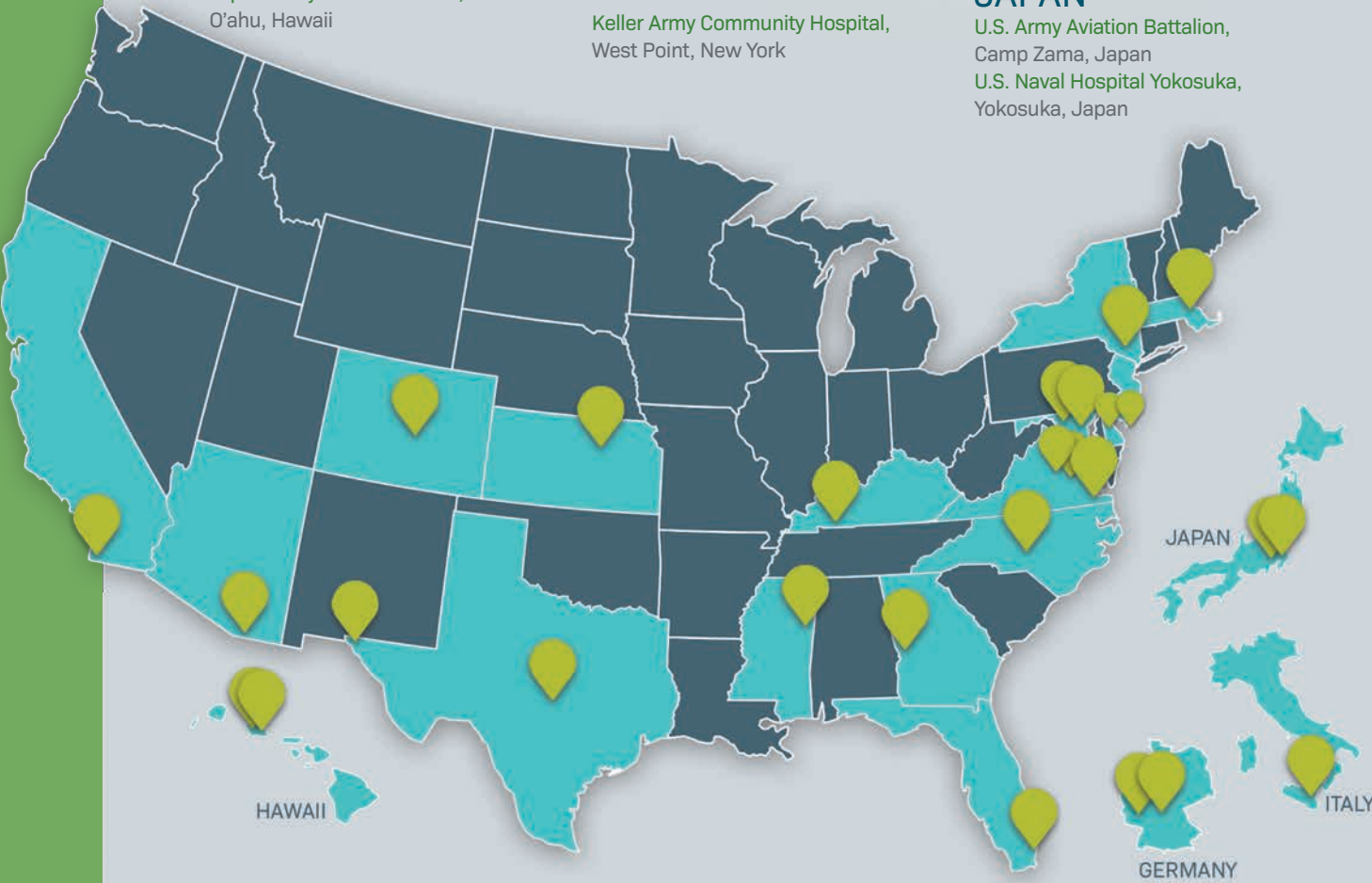
Landstuhl Regional Medical Center, Landstuhl, Germany
U.S. Army Medical Department Activity, Bavaria, Germany

ITALY

Naval Hospital Sigonella, 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

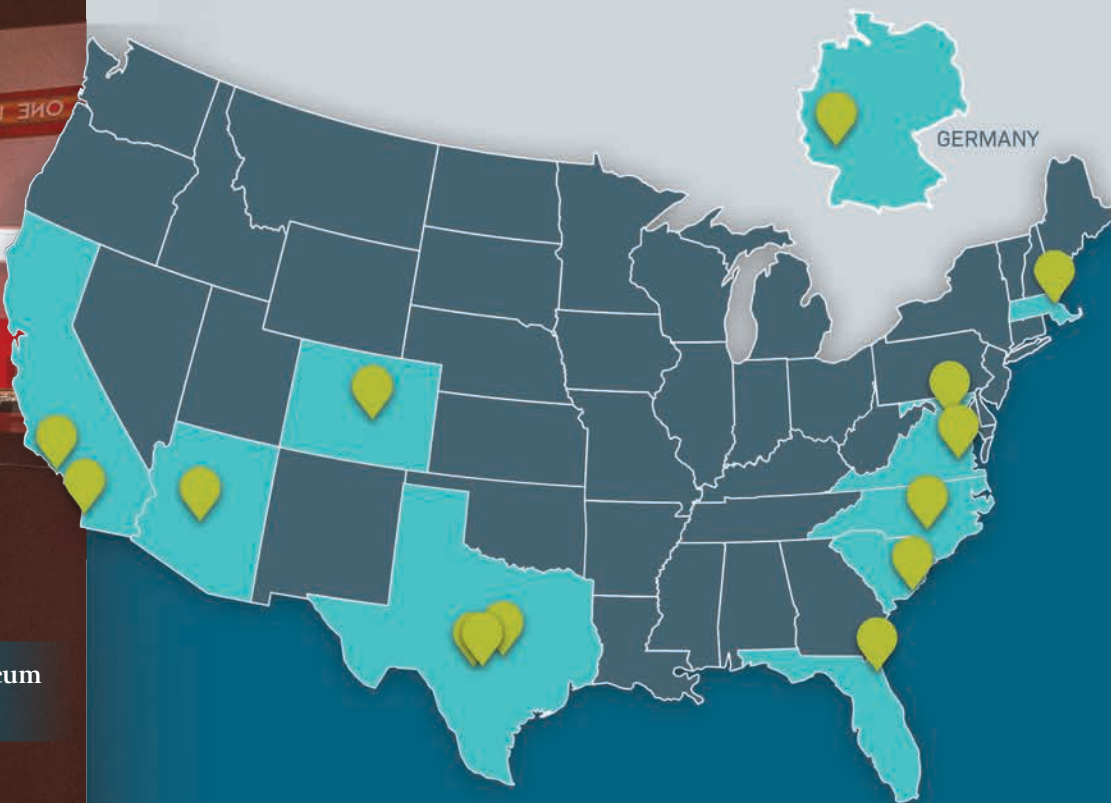
Lt. j.g. David P. Ahmadian SERVICE: U.S. Coast Guard RESIDENCY: St. Luke's Baptist Hospital, San Antonio, Texas PRECEPTOR: Vivky Gulczewski	Capt. David T. Attanasio SERVICE: U.S. Army RESIDENCY: Massachusetts General Hospital, Boston, Massachusetts PRECEPTOR: Sally Mason Boemer	1st Lt. Christopher J. Bennett SERVICE: U.S. Air Force RESIDENCY: VA Health System, San Antonio, Texas PRECEPTOR: Mr. Chris Sandles	Capt. Allan R. Bishop Jr. SERVICE: U.S. Army RESIDENCY: Darnall Army Medical Center, Fort Hood, Texas PRECEPTOR: LTC Jeffrey Blackwell	Col. Jason Bothwell SERVICE: Department of Emergency Medicine RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas	Capt. Meghan O. Bryant SERVICE: U.S. Army RESIDENCY: Evans Army Community Hospital, Fort Carson, Colorado PRECEPTOR: COL Timothy Bergeron	Maj. Roy Camacho SERVICE: Department of Physical Therapy RESIDENCY: Raymond W. Bliss Army Health Center, Fort Huachuca, Arizona	Capt. Oran B. Carroll II SERVICE: U.S. Army RESIDENCY: Landstuhl Regional Medical Center, Germany PRECEPTOR: COL Paul Maetzold
Capt. Danny C. Cooper SERVICE: U.S. Army RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas PRECEPTOR: COL Steven Richter	Ensign Jose L. Delgado SERVICE: U.S. Navy RESIDENCY: CHRISTUS Health, San Antonio, Texas PRECEPTOR: Ms. Angie Lambert	Ensign Lazarus M. Gonzalez SERVICE: U.S. Navy RESIDENCY: Naval Hospital Camp Pendleton, Camp Pendleton, California PRECEPTOR: CDR Tim Coker	Lt. Christopher Hepp SERVICE: U.S. Coast Guard RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas PRECEPTOR: COL Steven Richter	Maj. Elizabeth Lee SERVICE: U.S. Army RESIDENCY: Walter Reed National Military Medical Center, Bethesda, Maryland PRECEPTOR: COL Charlotte Hildebrand	Capt. Sarah C. McCue SERVICE: U.S. Army RESIDENCY: Medical University of South Carolina (MUSC), South Carolina PRECEPTOR: Mr. Tom Crawford	Daniel Menz-Erb SERVICE: Dept. of Veteran's Affairs RESIDENCY: Central Virginia VA Health System, Richmond, Virginia PRECEPTOR: Mr. Ron Johnson	Ensign Matthew G. Nelson SERVICE: U.S. Navy RESIDENCY: Kaiser Permanente, Pasadena, California PRECEPTOR: Angel Vargas
Capt. Jaime J. Rodriguez SERVICE: U.S. Army RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas PRECEPTOR: COL Steven Richter	1st Lt. Steven A. Ryan SERVICE: U.S. Air Force RESIDENCY: Methodist Hospital, San Antonio, Texas PRECEPTOR: Mr. Dan Miller	Maj. Christina C. Swinton SERVICE: U.S. Army RESIDENCY: Womack Army Medical Center, Fort Bragg, North Carolina PRECEPTOR: COL Hugh McLean	Capt. Burke Tervort SERVICE: U.S. Army RESIDENCY: Mayo Clinic, Phoenix, Arizona PRECEPTOR: Mr. Sean Glenn	Capt. Tabatha S. Trice SERVICE: U.S. Army RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas PRECEPTOR: LTC Stephen Schwab	Capt. Jeffrey J. Winfield SERVICE: U.S. Air Force RESIDENCY: Brooke Army Medical Center, Joint Base San Antonio, Texas PRECEPTOR: LTC Stephen Schwab	Capt. Nathan H. Wu SERVICE: U.S. Army RESIDENCY: Mayo Clinic, Jacksonville, Florida PRECEPTOR: Greg Beliles	

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
- MASSACHUSETTS
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
CHRISTUS Health, San Antonio
Methodist Hospital, San Antonio
South Texas Veterans Health Care System, San Antonio
St. Luke's Baptist Hospital, San Antonio
- VIRGINIA
Central Virginia VA Health System, Richmond
- GERMANY
LRMC, Landstuhl



U.S. Army Medical Department Museum
Fort Sam Houston, Texas



New Class Introduction: Class of 2023



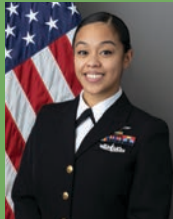
Capt. Patrick S. Anderson

SERVICE: U.S. Army
AOC: Healthcare Service Officer
PHASE II RESIDENCY
ASSIGNED: Kaiser Permanente
Pasadena, California



Capt. Marie A. Arceo

SERVICE: U.S. Army
AOC: Social Worker
PHASE II RESIDENCY
ASSIGNED: South Texas
Veterans Health Care System,
San Antonio, Texas



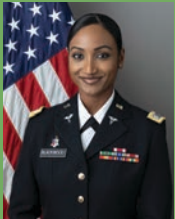
Ensign Eunice A. Arnold

SERVICE: U.S. Navy
AOC: HC Admin
PHASE II RESIDENCY
ASSIGNED: Naval Medical
Center, San Diego, California



Capt. Jacob R. Bell

SERVICE: U.S. Army
AOC: HC Administration Officer
PHASE II RESIDENCY
ASSIGNED: Cleveland Clinic,
Cleveland, Ohio



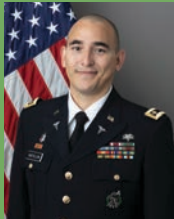
Capt. Victoria A. Blackwood

SERVICE: U.S. Army
AOC: Health Services Officer
PHASE II RESIDENCY
ASSIGNED: Brooke Army
Medical Center, Joint Base San
Antonio, Texas



Capt. Blair E. Boler

SERVICE: U.S. Army
AOC: Health Services Officer
PHASE II RESIDENCY
ASSIGNED: Methodist Hospital,
Fort Sam Houston, Texas



Maj. Lennin I. Castellon

SERVICE: U.S. Army
AOC: HC Administration Officer
PHASE II RESIDENCY
ASSIGNED: University Hospital,
University of Texas Health, San
Antonio, Texas



Maj. William C. Cave

SERVICE: U.S. Army
AOC: HC Administration Officer
PHASE II RESIDENCY
ASSIGNED: San Antonio
Military Health System, San
Antonio, Texas



Capt. Kenneth A. Chesney

SERVICE: U.S. Army
AOC: Human Resources
PHASE II RESIDENCY
ASSIGNED: Scripps Medical
Center, San Diego, California



Maj. Johnathan M. Courage

SERVICE: U.S. Army
AOC: Pharmacy Officer
PHASE II RESIDENCY
ASSIGNED: Wilford Hall
Ambulatory Surgical Center,
Lackland Air Force Base, San
Antonio, Texas



Maj. BabaJide O. Fagbemi

SERVICE: U.S. Army
AOC: Pharmacy Officer
PHASE II RESIDENCY
ASSIGNED: Methodist Hospital
Specialty and Transplant, San
Antonio, Texas



1st Lt. Joshua D. Fritzsche

SERVICE: U.S. Air Force
AOC: HC Admin
PHASE II RESIDENCY
ASSIGNED: Mayo Clinic,
Rochester, Minnesota



Lt. Anna E. Funk

SERVICE: U.S. Coast Guard
PHASE II RESIDENCY
ASSIGNED: UCLA Medical
Center, Los Angeles, California



Capt. Joshua M. Huey

SERVICE: U.S. Army
AOC: Hth Svcs Plans, Opers,
Intell, T&S
PHASE II RESIDENCY
ASSIGNED: Womack Army
Medical Center, Fort Bragg,
North Carolina



Maj. William R. Kirby

SERVICE: U.S. Army
AOC: Pharmacy Officer
PHASE II RESIDENCY
ASSIGNED: Landstuhl Regional
Medical Center, Germany



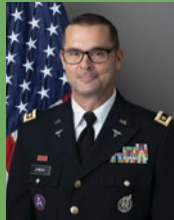
Capt. Troy A. Lambert

SERVICE: U.S. Army
AOC: Medical/Surgical Nurse
PHASE II RESIDENCY
ASSIGNED: Wilford Hall
Ambulatory Surgical Center,
Lackland Air Force Base, San
Antonio Texas



Maj. Jeremy W. Lewis

SERVICE: U.S. Army
AOC: Vet Preventive Med
Officer
PHASE II RESIDENCY
ASSIGNED: Executive Clinical
Leadership (ECL) Track



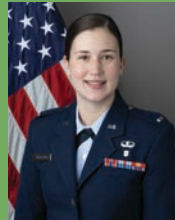
Maj. Michael P. Lynch

SERVICE: U.S. Army
AOC: Human Resources
PHASE II RESIDENCY
ASSIGNED: 31st Medical
Group, Aviano Air Base, Italy



Maj. Kristy K. Martinez

SERVICE: U.S. Army
AOC: Social Worker
PHASE II RESIDENCY
ASSIGNED: Mayo Clinic,
Jacksonville, Florida



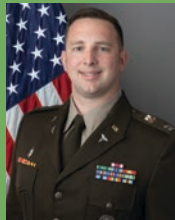
1st Lt. Tiffanie M. Morehead

SERVICE: U.S. Army
AOC: HC Admin
PHASE II RESIDENCY
ASSIGNED: CHRISTUS Santa
Rosa Health System, San
Antonio, Texas



Capt. Audrey J. Mosley

SERVICE: U.S. Army
AOC: Health Services Officer
PHASE II RESIDENCY
ASSIGNED: Mayo Clinic,
Phoenix, Arizona



Capt. Brandon Z. Nestrsta

SERVICE: U.S. Army
AOC: Hth Svcs Plans, Opers,
Intell, T&S
PHASE II RESIDENCY
ASSIGNED: Tripler Army
Medical Center, Fort Shafter,
Hawaii



Maj. Eric M. Neutkens

SERVICE: U.S. Army
AOC: Aeromedical Evacuation
Officer
PHASE II RESIDENCY
ASSIGNED: Brooke Army
Medical Center, Joint Base San
Antonio, Texas



Lt. Cmdr. Liezl A. Nicholas

SERVICE: U.S. Coast Guard
PHASE II RESIDENCY
ASSIGNED: Kaiser Permanente
Roseville Medical Center,
Roseville, California



Capt. David-Jeremy Orate

SERVICE: U.S. Army
AOC: Physical Therapist
PHASE II RESIDENCY
ASSIGNED: Baptist Health
System, North Central Baptist
Hospital, San Antonio, Texas



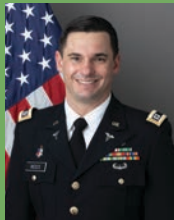
Capt. Gary C. Piontek

SERVICE: U.S. Army
AOC: Health Services Officer
PHASE II RESIDENCY
ASSIGNED: Madigan Army
Medical Center, Fort Lewis,
Washington



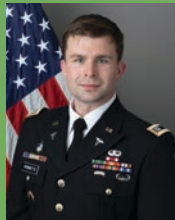
Capt. Christopher L. Powell

SERVICE: U.S. Army
AOC: Health Services Officer
PHASE II RESIDENCY
ASSIGNED: Landstuhl Regional
Medical Center, Germany



Capt. Trent J. Reece

SERVICE: U.S. Army
AOC: HC Administration Officer
PHASE II RESIDENCY
ASSIGNED: UCLA Medical
Center, Los Angeles, California



Capt. Dillon O. Robinette

SERVICE: U.S. Army
AOC: Healthcare Service Officer
PHASE II RESIDENCY
ASSIGNED: Emory Health,
Atlanta, Georgia



Ensign Adrienn T. Tavaszbaker

SERVICE: U.S. Navy
AOC: HC Admin
PHASE II RESIDENCY
ASSIGNED: Kaiser Permanente
Pasadena, California



Capt. Brian D. Tilly

SERVICE: U.S. Army
AOC: HC Administration Officer
PHASE II RESIDENCY
ASSIGNED: St. Luke's Baptist
Hospital, San Antonio, Texas



Capt. Felicia K. Williams

SERVICE: U.S. Air Force
AOC: HC Admin
PHASE II RESIDENCY
ASSIGNED: San Antonio
Military Health System, San
Antonio, Texas

Researcher of the Year Award

Faculty Research Spotlight

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.”

Lt. Col. Stephen Schwab

Dan Miller

Preceptor of the Year Award

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 1st Lt. Steven Ryan during the 2021-2022 residency year.

“Mr. Miller is one of the best leaders I have worked with in my 17 years as an active-duty Army officer.”

- Maj. Danny L. Harris



Daniel Menz-Erb

Director’s Chair Award

Daniel Menz-Erb was named the 2021 recipient of the Director’s Chair Award, which recognizes one didactic year student who demonstrated the most potential for future success in the federal health sector.

Menz-Erb, who serves as an administrative resident with Central Virginia VA Health Care System in Richmond, Virginia, was selected for the award by Program Director Teresa Hinnerichs.

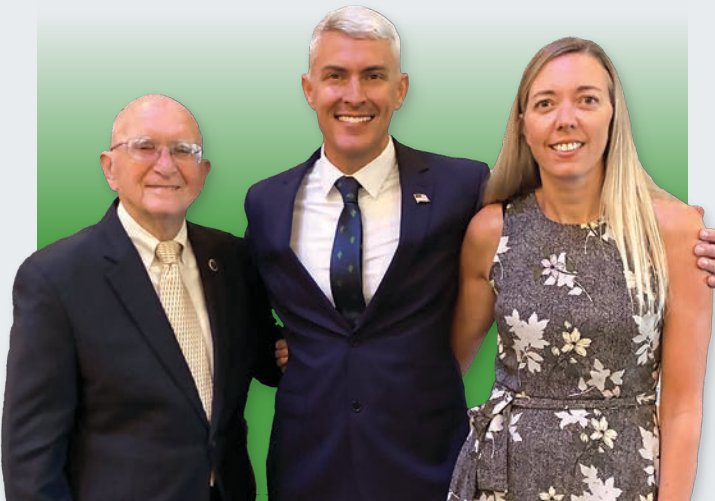
“I already felt grateful for the opportunity to even be in the Army-Baylor Program,” Menz-Erb said. “My colleagues were all very smart and experienced, and they pushed me to step up my game.”

Before joining the Army-Baylor MBA/MHA Program, Menz-Erb served as a Veteran’s Health Administration social worker. With no prior military experience, Menz-Erb appreciated the opportunity to learn about the different military services from his fellow classmates. “I appreciated the diversity and representation of services there,” he said. “It was extremely useful because I was able to get a

deeper sense of the similarities and differences between the different branches. Army-Baylor has prepared me in so many ways to go back to the VA and focus on providing world-class patient care to our veterans.”

Menz-Erb received a coveted director’s chair engraved with the Baylor University seal and personalized with his name. The award is made possible by Brigadier General (retired) Donald B. Wagner, who was on hand to congratulate Menz-Erb.

“When I see this chair, it is a call to action to try and live up to the potential they saw in me,” Menz-Erb said.



Volunteer Service at Army-Baylor

CLASS OF 2021

Capt. Samuel Erickson

Capt. Erickson served his local community by volunteering over 80 hours with the Lehigh Valley Healthcare Network COVID vaccination clinic. Through his efforts, Erickson was able to help more than 10,000 members of his community become vaccinated.

Maj. John Koehler

Maj. John Koehler served as an advisor to La Frontera 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. Danny L. Harris

Maj. Harris volunteered to direct the Methodist Hospital Emergency Operations Centers during the unprecedented winter storm that left most of San Antonio without electricity. Harris navigated dangerous road conditions to volunteer his time coordinating over a thousand rides for healthcare professionals reporting to work in difficult road conditions, managing a makeshift hotel for recovery in between shifts, and providing emergency updates and guidance as the emergency operations director.

Maj. Mark Workman

Maj. Mark Workman volunteered over 50 hours at Lettun Eat!, a hunger relief organization serving Gwinnett and Dekalb counties in Georgia. Workman volunteered weekly, serving a total of approximately 9,000 meals to individuals in his community who were at risk for hunger.

Capt. Dominique Sorgenfrei

Capt. Sorgenfrei volunteered 60 hours as a Critical Care advisor at the Strategic Trauma Readiness Center.

Her efforts positively influenced the readiness of Forward Resuscitative Surgical Teams performing trauma surgery in austere environments worldwide. Sorgenfrei also developed a model for analyzing the relationship between nursing turnover and patient outcomes, which was presented at the Army Medical Department Center of Excellence Graduate Research Symposium and the Conference for the Association of Military Surgeons of the United States.

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 Arceo, 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.

Awardee: 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.

Awardee: 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.

Awardee: 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.

Awardee: 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.

Awardee: Renata Zacarkim, Class of 2021

Dean Toland Preceptor of the Year Award

Awardee: 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 Tervort 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
- 28 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

NOVEMBER

- 04 Mary Garr, President**
› Family Service Association - Social Determinants of Health and their application with population health management
- 05 COL Mark Swofford**
› Vice President, OptumServe - Thoughts on Healthcare, Leadership and Professional Development

DECEMBER

- 15 LTG Ronald Place**
› Director, Defense Health Agency - National Defense in a Global Crisis: Military Medicine—Roles & Responsibilities

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 J5**
› U.S. Army North - Strategic planning in military versus civilian organizations
- 24 Christopher Huntley, Vice President**
› GE Healthcare - Managing medical equipment shortages during COVID



CLASS OF 2022 AND INSTRUCTORS



Baylor University

HANKAMER SCHOOL OF BUSINESS