

**Army-Baylor  
MHA/MBA Program**

2023 Stakeholder's Report

**Fulfilling**  
the **MISSION**



**BUILDING ON A LEGACY**

THAT SPANS MORE THAN  
75 YEARS, THE ARMY-BAYLOR  
PROGRAM CONTINUES TO  
DEVELOP GRADUATES FOR  
TOP-TIER POSITIONS IN  
FEDERAL HEALTHCARE



*FORT SAM HOUSTON, TEXAS.*

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## Army-Baylor Faculty and Staff



**Kimberly Decker**  
Assistant Professor  
Lieutenant Colonel, U.S. Army



**Mike Frankel**  
Faculty Lecturer  
Lieutenant Colonel, U.S. Army



**Austin Haag**  
Assistant Professor  
Lieutenant Commander, U.S. Navy



**Teresa S. Hinnerichs**  
Outgoing Program Director  
Assistant Professor Colonel, U.S. Army



**Jose Mauricio Jimenez**  
Assistant Professor



**A. David Mangelsdorff**  
Professor Emeritus



**Carzell Middleton**  
Assistant Professor



**Donna Maurial**  
Residency Program Director



**Mark Nikont**  
Instructor Chaplain  
Major, U.S. Army



**Rene L. Pryor**  
Education and Training Technician



**Jennifer Russell**  
Noncommissioned Officer-in-Charge (NCOIC)  
Sergeant First Class, U.S. Army



**Allen Solenberg**  
Deputy Program Director and Assistant Professor  
Lieutenant Colonel, U.S. Air Force



**Tiara Walz**  
Faculty Lecturer  
Major, U.S. Army



**Mike Whiddon**  
Executive in Residence  
Colonel, U.S. Army



**William Kyle White**  
Faculty Lecturer  
Major, U.S. Army



**Erik Wiesehan**  
Faculty Lecturer  
Lieutenant Colonel, U.S. Army



**Dan M. Wood**  
Program Director and Assistant Professor  
Colonel, U.S. Army



**Karin Waugh Zucker**  
Professor Emeritus



**David Bitterman**  
Adjunct Lecturer



**Eric Sones**  
Adjunct Lecturer



**Amber Wagner**  
Adjunct Lecturer



**Lorena A. Bailey**  
Assistant Professor



**Bruce W. Barnes III**  
Assistant Professor  
Major, U.S. Army



## Letter from the Program Director

I am truly honored and humbled to have been selected as the 29th director of the Army-Baylor MHA/MBA Program. In following in the footsteps of many great leaders, I plan to continue the great legacy of providing more than 75 years of graduate-level healthcare administration education to the Federal Service, and with my team in hand, continue to innovate and further advance the Program to meet the needs of our stakeholders and the everchanging healthcare system.

*Thank you for your great feedback and support on our first Army-Baylor MHA/MBA Annual Report.* We welcome your continued feedback on our mission to inspire, educate, train, and develop graduates for management, administrative, and leadership positions within the federal healthcare sector; thereby, enhancing the readiness of U.S. military forces and improving the health of our active-duty service members, family, retirees and veterans.

The Army-Baylor MHA/MBA Program continues to attract and develop high caliber U.S. military officers and civilians that excel in the federal health sector. This annual report will highlight three different classes from our Program. We had our class of 2020—2022 graduate in August and are now out making a difference in the Federal Health System. Our current class of residents (2021—2023) are actively engaged with completing their residencies and are the first class in our change process of projects and best practices for which we transitioned from the traditional written communication to briefing and showcasing their findings to larger audiences through online presentations. As for our current class of didactic students (2022—2024), they continue to drive forward with intrigue of new knowledge and practical application and are heavily engaged in their own research potential from the products they have produced in the Program.

The Army-Baylor Program faculty's dedication is clear by the roles they play within the program, the healthcare sector and broad academic disciplines. We manage multiple student cohorts, contribute to scholarly research, and serve in professional organizations, such as the American College of Healthcare Executives, Healthcare Financial Management Association and the Commission on Accreditation of Healthcare Management Education. This level of involvement

shows our faculty's dedication to their work within the program and advancing the field of healthcare management. Our commitment to excellence and selfless service has a positive impact on our students, who can learn from experienced and initiative-taking professionals.

The Army-Baylor Program has an excellent network of preceptors and alumni actively involved in shaping the educational experience of our students. The fact that many preceptors are alumni of the program demonstrates the quality of education they received and their desire to give back to the program. Additionally, the support of the Army-Baylor Alumni Association is crucial in keeping a keen sense of community within the program. By sponsoring events, the alumni group can provide opportunities for current students to connect with successful graduates and build professional relationships that can help them in the future. Overall, this network of preceptors and alumni is an invaluable asset to the program, and their continued involvement is essential to supporting our lofty standards for graduate education and professional development.

**THIS LEVEL OF INVOLVEMENT SHOWS OUR FACULTY'S DEDICATION TO THEIR WORK WITHIN THE PROGRAM AND ADVANCING THE FIELD OF HEALTHCARE MANAGEMENT.**

I hope that you find our annual report informative and engaging, and we look forward to hearing your feedback. Thank you for joining us on our journey to become the top graduate program in health and business administration, globally known for developing leaders who drive profound change within the federal health system.

**Dan M. Wood, EdD**

Program Director and Assistant Professor  
Colonel, United States Army

# Where They Are

Army-Baylor Class of 2022 alumni are employed with the following organizations:

## ALABAMA

U.S. Coast Guard Aviation Center *Mobile*

## ALASKA

354th Medical Group *Eielson Air Force Base*

## CALIFORNIA

1st Medical Battalion *Camp Pendleton*

Field Medical Training Battalion *Camp Pendleton*

30th Medical Group *Camp Pendleton*

## COLORADO

Evans Army Community Hospital

*Fort Carson*

## DISTRICT OF COLUMBIA

Office of Health Services, Coast Guard Headquarters

## FLORIDA

Patrick Space Force Base

## GEORGIA

Martin Army Community Hospital *Fort Moore*

## KANSAS

Command and General Staff College

*Fort Leavenworth*

Army-Reserve 807th Medical Command

*Fort Riley*

## LOUISIANA

Bayne-Jones Army Community Hospital *Fort Polk*

## NORTH CAROLINA

44th Medical Brigade *Fort Liberty*

## TEXAS

Brooke Army Medical Center, Department of Surgery *Fort Sam Houston*

Carl. R. Darnall Army Medical Center *Fort Cavazos*

Fort Bliss *El Paso*

## VIRGINIA

Central Virginia Health Care System

Fort Belvoir Community Hospital *Fort Belvoir*

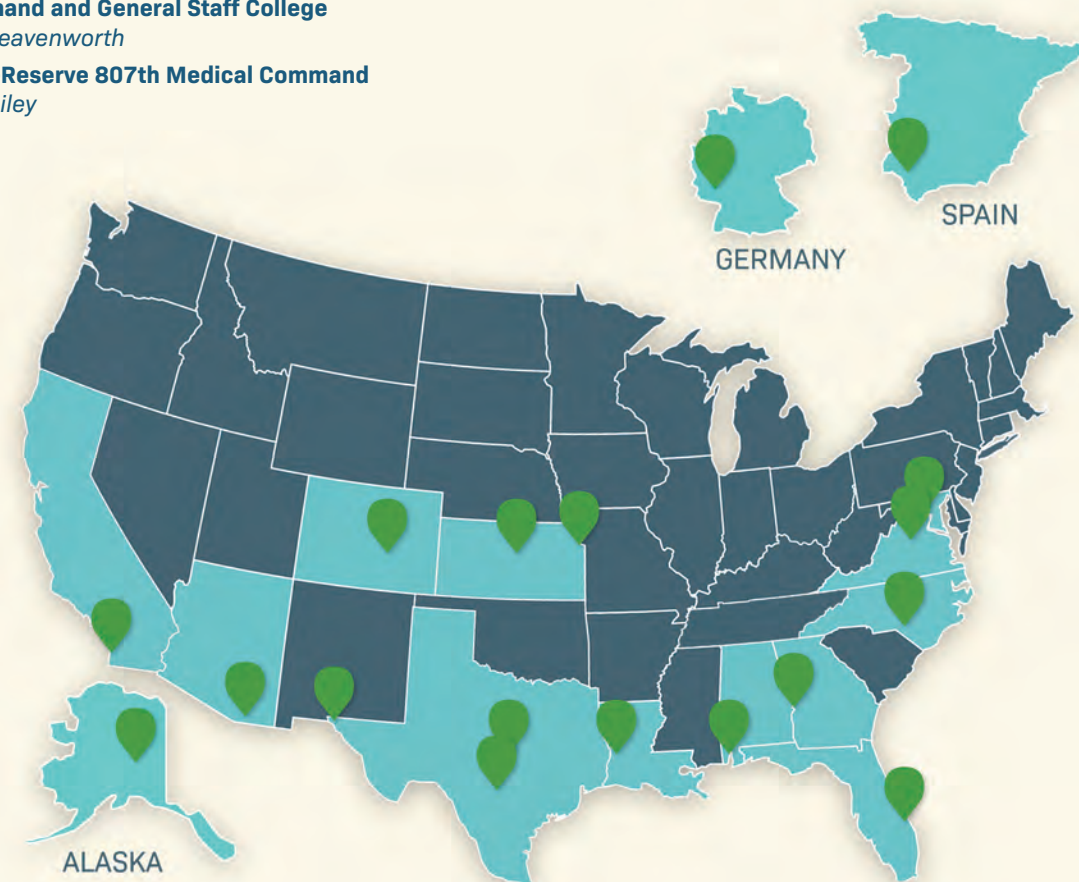
## GERMANY

Landstuhl Regional Medical Center

30th MED Brigade *Sembach*

## SPAIN

USN Naval Hospital Rota *Cadiz*



# Class of 2022 Placement after Residency

## Lt. David P. Ahmadian

**LOCATION:** U.S. Coast Guard Aviation Center, Mobile, Alabama  
**JOB:** Clinic Administrator

## Maj. David T. Attanasio

**LOCATION:** Bayne-Jones Army Community Hospital, Fort Polk, Louisiana  
**JOB:** Chief Clinical Support Division

## Capt. Christopher J. Bennett

**LOCATION:** Patrick Space Force Base, Florida  
**JOB:** TOPA Flight Commander

## Maj. Allan R. Bishop, Jr.

**LOCATION:** Carl. R. Darnall Army Medical Center, Fort Cavazos, Texas  
**JOB:** Program Managing Director, 3SL

## Col. Jason Bothwell

**LOCATION:** Brooke Army Medical Center, Joint Base San Antonio, Texas  
**JOB:** Chief Emergency Medicine

## Capt. Meghan O. Bryant

**LOCATION:** Evans Army Community Hospital, Fort Carson, Colorado  
**JOB:** Chief Clinical Support Division

## Maj. Roy Camacho

**LOCATION:** Fort Huachuca, Arizona  
**JOB:** Brigade Surgeon

## Capt. Oran B. Carroll II

**LOCATION:** Landstuhl Regional Medical Center, Germany  
**JOB:** Product Line Manager for Army Health Clinics

## Capt. Danny C. Cooper II

**LOCATION:** Brooke Army Medical Center, Department of Surgery, Fort Sam Houston, Texas  
**JOB:** Health Administration Officer

## Lt. j.g. Jose L. Delgado III

**LOCATION:** USN Naval Hospital Rota, Cádiz, Spain  
**JOB:** Department Head, Human Resources

## Lt. j.g. Lazarus M. Gonzalez

**LOCATION:** 1st Medical Battalion, Camp Pendleton, California  
**JOB:** Medical Planner

## Lt. Cmdr. Christopher L. Hepp

**LOCATION:** Office of Health Services, Coast Guard Headquarters, Washington, D.C.  
**JOB:** Health Systems Administrator

## Maj. Elizabeth Lee

**LOCATION:** Fort Belvoir Community Hospital, Fort Belvoir, Virginia  
**JOB:** Chief, Clinical Systems Support Department

## Capt. Sarah C. McCue

**LOCATION:** Fort Bliss, El Paso, Texas  
**JOB:** Nurse Methods Analyst

## Daniel Menz-Erb

**LOCATION:** Central Virginia Health Care System  
**JOB:** Polytrauma Program Director

## Lt. j.g. Matthew G. Nelson

**LOCATION:** Field Medical Training Battalion, Camp Pendleton, California  
**JOB:** Admin/Personnel/Legal Officer

## Maj. Jaime J. Rodriguez

**LOCATION:** Command and General Staff College, Fort Leavenworth, Kansas  
**JOB:** Student

## Capt. Steven A. Ryan

**LOCATION:** 30th Medical Group, Vandenberg Space Force Base, California  
**JOB:** Associate Administrator and GPM

## Maj. Christina C. Swinton

**LOCATION:** 44th Medical Brigade, Fort Liberty, North Carolina  
**JOB:** Operations Officer

## Maj. Burke Tervort

**LOCATION:** Army-Reserve 807th Medical Command, Fort Riley, Kansas  
**JOB:** Health Services Officer

## Capt. Tabatha S. Trice

**LOCATION:** 30th Medical Brigade, Sembach, Germany  
**JOB:** Comptroller

## Capt. Jeffrey J. Winfield

**LOCATION:** 354th Medical Group, Eielson Air Force Base, Alaska  
**JOB:** Group Practice Manager (Readiness)

## Maj. Nathan H. Wu

**LOCATION:** Fort Benning Martin Army Community Hospital, Fort Benning, Georgia  
**JOB:** Chief Clinical Support Division



# Residency Placement for Class of 2023

## Maj. Patrick S. Anderson

**SERVICE:** U.S. Army  
**RESIDENCY:** Kaiser Permanente, Pasadena, California  
**PRECEPTOR:** Angel Vargas

## Capt. Marie A. Arceo

**SERVICE:** U.S. Army  
**RESIDENCY:** South Texas Veterans Healthcare System, San Antonio, Texas  
**PRECEPTOR:** Stephen Bradford

## Ensign Eunice A. Arnold

**SERVICE:** U.S. Navy  
**RESIDENCY:** Naval Medical Center San Diego, California  
**PRECEPTOR:** Lt. Cmdr. Annaelisa Lacanilao

## Capt. Jacob R. Bell

**SERVICE:** U.S. Army  
**RESIDENCY:** Cleveland Clinic, Cleveland, Ohio  
**PRECEPTOR:** Tom Carabin

## Capt. Victoria A. Blackwood

**SERVICE:** U.S. Army  
**RESIDENCY:** Brooke Army Medical Center, Fort Sam Houston, Texas  
**PRECEPTOR:** Lt. Col. Steven Schwab

## Capt. Blair E. Boler

**SERVICE:** U.S. Army  
**RESIDENCY:** Methodist Hospital, San Antonio, Texas  
**PRECEPTOR:** Dan Miller

## Maj. Lennin I. Castellon

**SERVICE:** U.S. Army  
**RESIDENCY:** University of Texas Health Science Center, San Antonio, Texas  
**PRECEPTOR:** Lowell Glassburn

## Maj. William C. Cave

**SERVICE:** U.S. Army  
**RESIDENCY:** San Antonio Military Health System, San Antonio, Texas  
**PRECEPTOR:** Damon Baine

## Maj. Kenneth A. Chesney

**SERVICE:** U.S. Army  
**RESIDENCY:** Scripps Medical Center, San Diego, California  
**PRECEPTOR:** Chris Van Gorder and Barbara Price

## Maj. Jonathan M. Courage

**SERVICE:** U.S. Army  
**RESIDENCY:** Wilford Hall Ambulatory Surgical Center, Lackland Air Force Base, Texas  
**PRECEPTOR:** Chris Rheney

## Maj. BabaJide O. Fagbemi

**SERVICE:** U.S. Army  
**RESIDENCY:** Methodist Hospital—Specialty and Transplant Hospital, San Antonio, Texas  
**PRECEPTOR:** Kevin Scroggin

## Capt. Joshua D. Fritzsche

**SERVICE:** U.S. Air Force  
**RESIDENCY:** Mayo Clinic, Rochester, Minnesota  
**PRECEPTOR:** Ken Ackerman

## Lt. Cmdr. Anna E. Funk

**SERVICE:** U.S. Coast Guard  
**RESIDENCY:** UCLA Medical Center, Los Angeles, California  
**PRECEPTOR:** Drew Weil

## Maj. Joshua M. Huey

**SERVICE:** U.S. Army  
**RESIDENCY:** Womack Army Medical Center, Fort Liberty, North Carolina  
**PRECEPTOR:** Col. Hugh Mclean

## Maj. William R. Kirby

**SERVICE:** U.S. Army  
**RESIDENCY:** Landstuhl Regional Medical Center, Germany  
**PRECEPTOR:** Col. Brian Bender

## Maj. Troy A. Lambert

**SERVICE:** U.S. Army  
**RESIDENCY:** Wilford Hall Ambulatory Surgical Center, Lackland Air Force Base, Texas  
**PRECEPTOR:** Doug Stevens

## Maj. Jeremy W. Lewis

**SERVICE:** U.S. Army  
**RESIDENCY:** Brooke Army Medical Center, Fort Sam Houston, Texas  
**PRECEPTOR:** Col. Steven Richter

## Lt. Col. Michael P. Lynch

**SERVICE:** U.S. Army  
**RESIDENCY:** Brooke Army Medical Center, Fort Sam Houston, Texas  
**PRECEPTOR:** Col. Steven Richter

## Maj. Kristy K. Martinez

**SERVICE:** U.S. Army  
**RESIDENCY:** Mayo Clinic, Jacksonville, Florida  
**PRECEPTOR:** Greg Beliles

## Capt. Tiffanie M. Morehead

**SERVICE:** U.S. Air Force  
**RESIDENCY:** CHRISTUS Santa Rosa Hospital, San Antonio, Texas  
**PRECEPTOR:** Ricky Dejesus

## Capt. Audrey J. Mosley

**SERVICE:** U.S. Army  
**RESIDENCY:** Mayo Clinic, Phoenix, Arizona  
**PRECEPTOR:** Sean Glenn

## Capt. Brandon Z. Nestrsta

**SERVICE:** U.S. Army  
**RESIDENCY:** Tripler Army Medical Center, Fort Shafter, Hawaii  
**PRECEPTOR:** Charlotte Hildebrand

## Maj. Eric M. Neutkens

**SERVICE:** U.S. Army  
**RESIDENCY:** Brooke Army Medical Center, Fort Sam Houston, Texas  
**PRECEPTOR:** Col. Steven Richter

## Lt. Cmdr. Liezl Nicholas

**SERVICE:** U.S. Coast Guard  
**RESIDENCY:** Kaiser Permanente Roseville Medical Center, Roseville, California  
**PRECEPTOR:** Kimberly Menzel

## Maj. David-Jeremy Orante

**SERVICE:** U.S. Army  
**RESIDENCY:** North Central Baptist Hospital, San Antonio, Texas  
**PRECEPTOR:** Bill Waechter and Kimberley Fowler-Adams

## Capt. Gary C. Piontek

**SERVICE:** U.S. Army  
**LOCATION:** Madigan Army Medical Center, Joint Base Lewis-McChord, Washington  
**PRECEPTOR:** Col. Don Sexton

## Capt. Christopher L. Powell

**SERVICE:** U.S. Army  
**LOCATION:** Landstuhl Regional Medical Center, Germany  
**PRECEPTOR:** Col. Brian Bender

## Capt. Trent J. Reece

**SERVICE:** U.S. Army  
**RESIDENCY:** UCLA Medical Center, Los Angeles, California  
**PRECEPTOR:** Drew Weil

## Capt. Dillon O. Robinette

**SERVICE:** U.S. Army  
**RESIDENCY:** Emory Healthcare, Atlanta, Georgia  
**PRECEPTOR:** Matt Wain

## Ensign Adrienn T. Tavas-Baker

**SERVICE:** U.S. Navy  
**RESIDENCY:** Naval Medical Center San Diego, California  
**PRECEPTOR:** Capt. Richard Gilliard

## Maj. Brian D. Tilly

**SERVICE:** U.S. Army  
**RESIDENCY:** St. Luke's Baptist Hospital, San Antonio, Texas  
**PRECEPTOR:** Vicky Gulczewski

## Capt. Felicia K. Williams

**SERVICE:** U.S. Air Force  
**RESIDENCY:** San Antonio Military Health System, San Antonio, Texas  
**PRECEPTOR:** Damon Baine

# Where They Are

Army-Baylor Class of 2023 support the following organizations:

## ARIZONA

Mayo Clinic Phoenix

## CALIFORNIA

Kaiser Permanente Pasadena

Kaiser Permanente Roseville Medical Center Roseville

Naval Medical Center San Diego

Scripps Medical Center San Diego

UCLA Medical Center Los Angeles

## FLORIDA

Mayo Clinic Jacksonville

## GEORGIA

Emory Healthcare Atlanta

## HAWAII

Tripler Army Medical Center Honolulu

## MINNESOTA

Mayo Clinic Rochester

## OHIO

Cleveland Clinic Cleveland

## TEXAS

Brooke Army Medical Center Sam Houston

CHRISTUS Santa Rosa Hospital San Antonio

Methodist Hospital San Antonio

Methodist Hospital—Specialty and North Central Baptist Hospital San Antonio

Transplant Hospital San Antonio

San Antonio Military Health System San Antonio

South Texas Veterans Healthcare System San Antonio

St. Luke's Baptist Hospital San Antonio

University of Texas Health Science Center San Antonio

Wilford Hall Ambulatory Surgical Center San Antonio

## NORTH CAROLINA

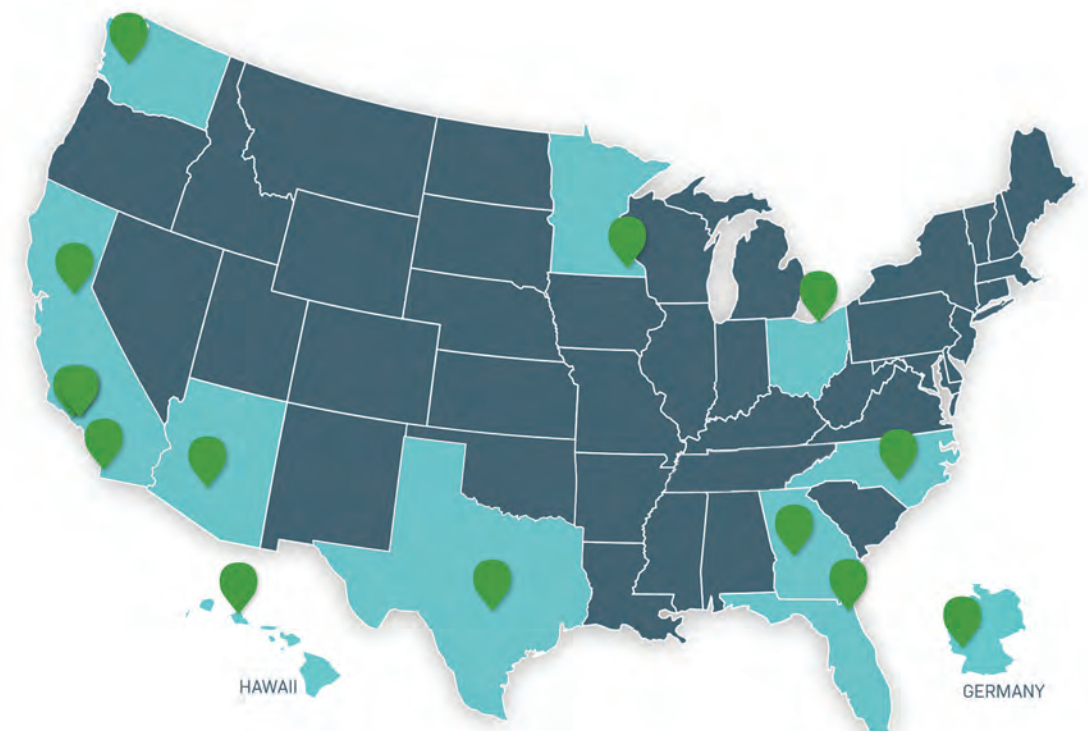
Womack Army Medical Center Fort Liberty

## WASHINGTON

Madigan Army Medical Center Tacoma

## GERMANY

Landstuhl Regional Medical Center Landstuhl



# New Class Introduction: Class of 2024



**Lt. Katharine Adams**  
SERVICE: U.S. Coast Guard  
PHASE II RESIDENCY  
ASSIGNED: Methodist Hospital Metropolitan, San Antonio, Texas



**Capt. Russ Allen**  
SERVICE: U.S. Army  
AOC: 70A  
PHASE II RESIDENCY  
ASSIGNED: UT Health San Antonio, Texas



**Maj. Josel Cates**  
SERVICE: U.S. Air Force  
AOC: 41A3  
PHASE II RESIDENCY  
ASSIGNED: Kaiser Permanente Pasadena Medical Offices, Pasadena, California



**Maj. Amanda Charlton**  
SERVICE: U.S. Army  
AOC: 67J  
PHASE II RESIDENCY  
ASSIGNED: Scripps Health System, San Diego, California



**Capt. Kyler Dabolt**  
SERVICE: U.S. Army  
AOC: 70A  
PHASE II RESIDENCY  
ASSIGNED: Eisenhower Army Medical Center, Fort Gordon, Georgia



**Maj. Josh Davis**  
SERVICE: U.S. Army  
AOC: 73A  
PHASE II RESIDENCY  
ASSIGNED: Mayo Clinic, Rochester, Minnesota



**Ensign Chris Ervin**  
SERVICE: U.S. Navy  
AOC: 2300  
PHASE II RESIDENCY  
ASSIGNED: Brooke Army Medical Center, Fort Sam Houston, Texas



**Maj. Brian Flannery**  
SERVICE: U.S. Army  
AOC: 70D  
PHASE II RESIDENCY  
ASSIGNED: Brooke Army Medical Center, Fort Sam Houston, Texas



**Ensign Gregory Gant**  
SERVICE: U.S. Navy  
AOC: 2300  
PHASE II RESIDENCY  
ASSIGNED: Medical University South Carolina, Charleston, South Carolina



**Maj. Kelly Gress**  
SERVICE: U.S. Army Reserve  
AOC: 70F  
PHASE II RESIDENCY  
ASSIGNED: OSTG Consultant Program Office, Fort Sam Houston, Texas



**Ensign Joshua Johnson**  
SERVICE: U.S. Navy  
AOC: 2300  
PHASE II RESIDENCY  
ASSIGNED: Brooke Army Medical Center, Fort Sam Houston, Texas



**Maj. Rebecca Johnson**  
SERVICE: U.S. Army  
AOC: 66S  
PHASE II RESIDENCY  
ASSIGNED: San Antonio Military Health System, San Antonio, Texas



**Maj. Tamara Johnson-Caswell**  
SERVICE: U.S. Army  
AOC: 66H  
PHASE II RESIDENCY  
ASSIGNED: DHA Health Care Operations, Falls Church, Virginia



**Lt. Col. Andy Kay**  
SERVICE: U.S. Army  
AOC: 64F  
PHASE II RESIDENCY  
ASSIGNED: Brooke Army Medical Center, Fort Sam Houston, Texas



**Capt. Michael Kehoe**  
SERVICE: U.S. Army  
AOC: 70A  
PHASE II RESIDENCY  
ASSIGNED: Massachusetts General Hospital, Boston, Massachusetts



**Maj. Tyler King**  
SERVICE: U.S. Army  
AOC: 66E  
PHASE II RESIDENCY  
ASSIGNED: Wilford Hall Ambulatory Surgical Center, Lackland Air Force Base, Texas



**Capt. Jacob Kjar**  
SERVICE: U.S. Army  
AOC: 70C  
PHASE II RESIDENCY  
ASSIGNED: Brooke Army Medical Center, Fort Sam Houston, Texas



**Jimmy Lamie**  
SERVICE: Veterans Administration  
PHASE II RESIDENCY  
ASSIGNED: Palo Alto Veterans Affairs Medical Center, Palo Alto, California



**Alyssa Larsen**  
SERVICE: Veterans Administration  
PHASE II RESIDENCY  
ASSIGNED: Richmond Veterans Affairs Medical Center, Richmond, Virginia



**Maj. Courtney Legendre**  
SERVICE: U.S. Army  
AOC: 65D  
PHASE II RESIDENCY  
ASSIGNED: Family Service Association, San Antonio, Texas



**Capt. Marjorie Lutz**  
SERVICE: U.S. Army  
AOC: 70K  
PHASE II RESIDENCY  
ASSIGNED: Methodist Hospital, San Antonio, Texas



**Lt. Mike Massaro**  
SERVICE: U.S. Coast Guard  
PHASE II RESIDENCY  
ASSIGNED: Vanderbilt University Medical Center, Nashville, Tennessee



**Capt. Travis Nell**  
SERVICE: U.S. Air Force  
AOC: 41A3  
PHASE II RESIDENCY  
ASSIGNED: Cleveland Clinic, Cleveland, Ohio



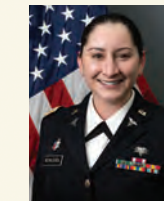
**Ensign Kayla Ogron**  
SERVICE: U.S. Navy  
AOC: 2300  
PHASE II RESIDENCY  
ASSIGNED: Naval Medical Center Portsmouth, Portsmouth, Virginia



**Kevin Robertson**  
SERVICE: Veterans Administration  
PHASE II RESIDENCY  
ASSIGNED: Michael E. DeBakey Veterans Affairs Medical Center, Houston, Texas



**Lt. Esther Ruedi**  
SERVICE: U.S. Navy  
AOC: 2900  
PHASE II RESIDENCY  
ASSIGNED: Methodist Hospital Stone Oak, San Antonio, Texas



**Capt. Alyssa Schlegel**  
SERVICE: U.S. Army  
AOC: 70A  
PHASE II RESIDENCY  
ASSIGNED: UCLA Medical Center, Los Angeles, California



**Maj. Lisa Shropshire**  
SERVICE: U.S. Army  
AOC: 66E  
PHASE II RESIDENCY  
ASSIGNED: Mayo Clinic, Jacksonville, Florida



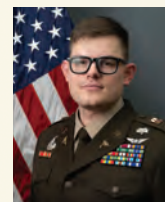
**Ensign Nathan Tegel**  
SERVICE: U.S. Navy  
AOC: 2300  
PHASE II RESIDENCY  
ASSIGNED: University of Texas Health Science Center, San Antonio, Texas



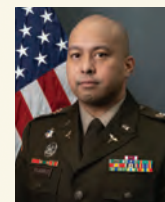
**Capt. Tony Turano**  
SERVICE: U.S. Army  
AOC: 70K  
PHASE II RESIDENCY  
ASSIGNED: Emory Health, Atlanta, Georgia



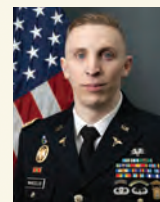
**Ensign Madelle Turner**  
SERVICE: U.S. Navy  
AOC: 2300  
PHASE II RESIDENCY  
ASSIGNED: Naval Medical Center Portsmouth, Portsmouth, Virginia



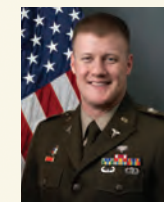
**Capt. Kent Turner**  
SERVICE: U.S. Army  
AOC: 66S  
PHASE II RESIDENCY  
ASSIGNED: North Central Baptist Hospital, San Antonio, Texas



**Lt. Col. Mike Villacarlos**  
SERVICE: U.S. Army  
AOC: 63B  
PHASE II RESIDENCY  
ASSIGNED: Johns Hopkins Hospital, Baltimore, Maryland



**Maj. Ian Wheelis**  
SERVICE: U.S. Army  
AOC: 65B  
PHASE II RESIDENCY  
ASSIGNED: U.S. Army Medical Command G-8/9, Fort Sam Houston, Texas



**Capt. Casey Wilgenbusch**  
SERVICE: U.S. Army  
AOC: 67F  
PHASE II RESIDENCY  
ASSIGNED: Landstuhl Regional Medical Center, Germany



**Capt. Aaron Wolcott**  
SERVICE: U.S. Army  
AOC: 67J  
PHASE II RESIDENCY  
ASSIGNED: Brooke Army Medical Center, Fort Sam Houston, Texas



**Maj. Joshua Wood**  
SERVICE: U.S. Army  
AOC: 70F  
PHASE II RESIDENCY  
ASSIGNED: Womack Army Medical Center, Fort Bragg, North Carolina



## Faculty Research Spotlight

# Haag Named Researcher of the Year

**Lt. Cmdr. Austin Haag,**  
PhD, MHA, MEcon, MEd

**L**t. Cmdr. Austin Haag, PhD, MHA, MEcon, M.Ed., has been awarded the Faculty Researcher of the Year Award by the Army-Baylor Program for his work during the 2021–2022 academic year. He published three papers, including two studies where he served as the principal investigator and primary author. The first study, “Is the Current Referral Trend a Threat to the Military Health System? Perioperative Outcomes and Costs after Colorectal Surgery in the Military Health System Versus Civilian Facilities,” and the second study, “Trends in Surgical Volume in the Military Health System—a Potential Threat to Mission Readiness,” compared the cost and outcomes of direct versus purchased care and examined the impact of referring complex cases to the civilian sector on military providers.

**HAAG ARGUES THAT THE CURRENT METHODS USED TO DETERMINE THE COSTS OF THE MILITARY HEALTH SYSTEM ARE FLAWED AND MAY LEAD TO OVERESTIMATION.**

Haag concluded that reducing the number of complex cases seen by military providers leads to a loss of critical Knowledge, Skills, and Abilities, which not only decreases the capability of surgeons in combat but also increases the cost of treatment, perpetuating an ever-descending cycle. He also co-authored a paper with Khalid Alkhatib of Harvard Medical School titled “Does Veteran Status Mitigate Racial Disparities in Prostate Cancer Screening? Analysis of Prostate-Specific Antigen Screening Patterns in the 2018 Behavioral Risk Factor Surveillance System Data.” The research suggests that access to health coverage available to veterans may help mitigate racial differences in prostate cancer screening behaviors.

*Haag’s current research interests center around determining the actual costs of care within the military health system.* In a publication he co-authored in 2020 with Quoc Trinh and Junaid Nabi of Harvard Medical School titled “Accounting for Readiness—Integrating Time-Driven Activity-Based Costing (TDABC) into the Military Health System,” Haag argues that the current methods used to determine the costs of the Military Health System are flawed and may lead to overestimation. He concludes that TDABC could allow for a more accurate comparison of expenditures in direct versus purchased care and identify areas of potential cost savings for both.

## Faculty Service Spotlight

# Nikont Earns Faculty Service Award

**C**haplain and Army Major Mark Nikont always knew he wanted to lead a life of service, and in 2022, he was recognized with the Army-Baylor Distinguished Faculty Service Award for his exceptional dedication to serving the spiritual and ethical needs of the graduate students at the Medical Center of Excellence and the broader Fort Sam Houston community.

“Service is an expression of my identity as a soldier, as a Christian, and as a chaplain,” Nikont said. “I have always felt that the best way to express love and commitment is through serving those around me. The Army-Baylor Program has given me a unique opportunity to serve students in an academic setting.”

Nikont teaches Medical Ethics and Organizational Ethics as part of the MHA/MBA core curriculum, but his reach extends to additional programs. He also teaches ethics courses to the Interservice

Physician Assistant Program, Army-Baylor Doctoral Program in Physical Therapy, The Patient Administration Course, Preventive Medicine, and Psychology Programs as the resident medical ethicist.

“Medical Ethics is important in this setting and ethics writ large is important for the military,” he said. “Contrasting the two speaks to the duality of military operations and medicine and who we are as professionals.”

Nikont also leads the Contemporary Protestant service, serves the Protestant Women of the Chapel as their chaplain sponsor, the Fort Sam Houston National Cemetery and families of fallen and retired soldiers through the Garrison Chaplain’s Office, and all of Fort Sam Houston as part of the chaplain on-call team.

“Helping graduate students to recognize that meaning and fulfillment comes from service rather than merely achievement makes education

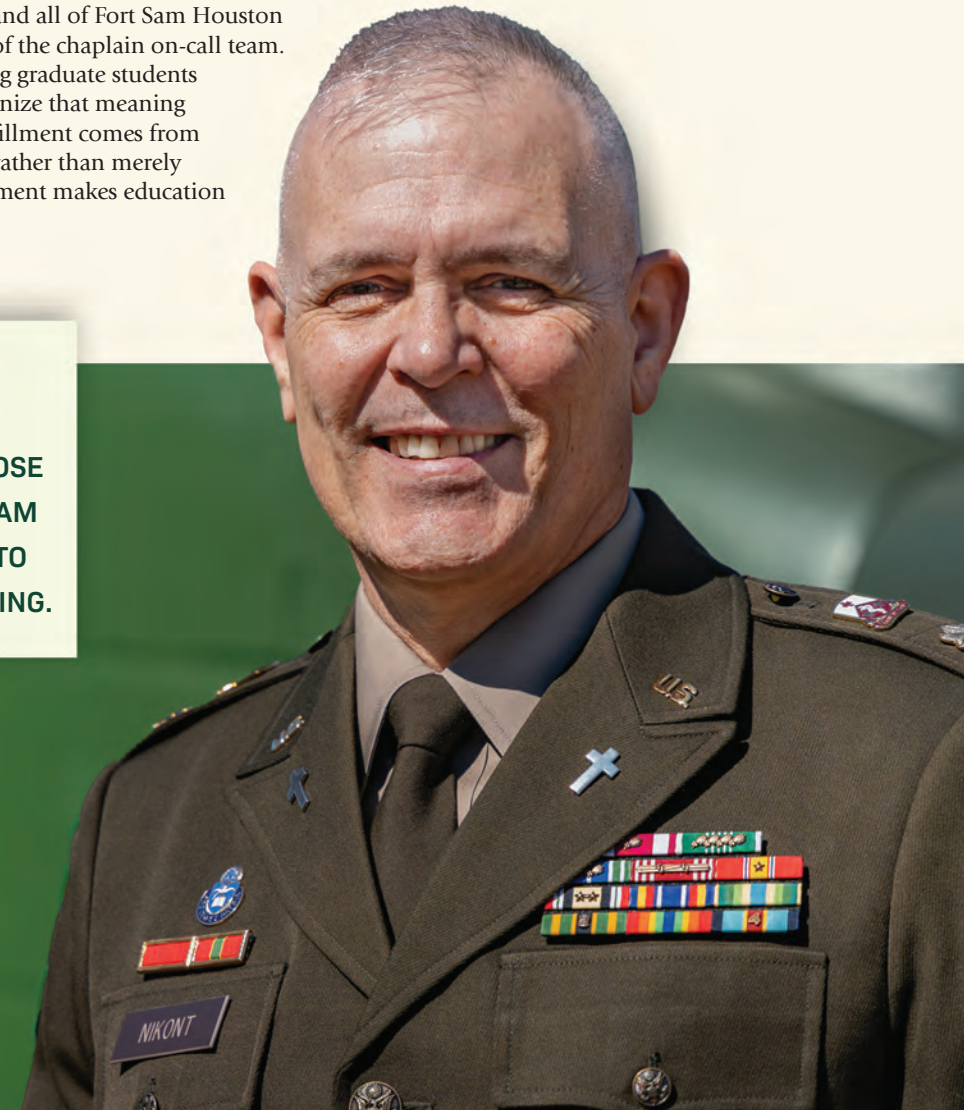
unlike any other endeavor,” Nikont said. “These students will be in positions that will provide them influence well beyond their individual sphere. Helping them to understand that they have an incredible opportunity to effect positive change on people’s lives is incredibly fulfilling.”

As for what the future holds, Nikont hopes to continue to serve in the military as long as he can.

“What that will look like, I don’t know,” he said. “But I will continue to do all the good I can, to as many people as I can, as long as I can.”

**“ I HAVE ALWAYS FELT THAT THE BEST WAY TO EXPRESS LOVE AND COMMITMENT IS THROUGH SERVING THOSE AROUND ME. THE ARMY-BAYLOR PROGRAM HAS GIVEN ME A UNIQUE OPPORTUNITY TO SERVE STUDENTS IN AN ACADEMIC SETTING.”**

**Maj. Mark Nikont,**  
Chaplain and Army Major



# Ron Johnson Preceptor of the Year Award

Ron Johnson, Medical Center director of the Central Virginia VA Health Care System, was selected for the Dean Toland Preceptor of the Year Award. Miller was nominated by his resident at the VA, Daniel Menz-Erb, during the 2021-2022 residency year. Johnson is an exceptional leader with several years of experience leading various organizations within the VA. During a recent leadership talk given to hospital staff, Johnson emphasized the importance of kindness and encouraged employees to treat one another with dignity and respect. This approach not only fosters a better working environment but also ensures that our nation's veterans receive top-notch quality patient care. He serves as an inspiring mentor

and remains actively involved in his local community. Additionally, he contributes to the Army-Baylor community by serving as an examiner for Didactic Year Oral Examination Boards and recruiting and precepting other students.

"I was so grateful to have the chance to work with Mr. Johnson during my resident year," Merz-Erb said. "Mr. Johnson made space and opportunity for me to experience hospital administration on many levels, and I was given almost unlimited access to subject matter experts. My experiences during my residency broadened my understanding of hospital management and VA administration and structure. I am extremely grateful for the learning and opportunity he provided."



## Student Highlights Student Volunteer Service

### Class of 2023

#### Capt. Blair Boler

Capt. Blair Boler volunteered 36 hours participating with the Methodist Hospital Chapter of Walk with a Doc program in 2022-2023. Walk with a Doc communities offer free healthcare provider-led walking groups throughout the year. Walks begin with a discussion regarding healthcare awareness and then participants enjoy a walk through the community.

#### Maj. Troy Lambert

Maj. Troy Lambert volunteered 16 hours at the Cal Tri San Antonio on April 15-16, 2023. He assisted with medical support, athlete directions, and manning aid stations with other volunteers at the two-day event for various triathlon distances.

#### Capt. Trent Reece

Capt. Trent Reece dedicated 12 hours as a Registration Liaison at UCLA Health's Party on the Pier, which benefits their Mattel Children's Hospital. He also volunteered at the UCLA Health Tent/First Aid Station at the Genesis Invitational Golf Tournament (seven hours).

#### Capt. Brandon Nesrsta

Capt. Brandon Nesrsta dedicated 18 hours as a soccer coach for 3-5 year olds. He also volunteered with JBPHH Prince of Peace Chapel for cleaning and post-holiday recovery (two hours) in 2023.

### Class of 2024

#### Lt. Col. Michael Villacarlos

Lt. Col. Michael Villacarlos MS, DDS, FAGD completed over 20 hours of COVID-19 contact tracing remotely from San Antonio, Texas for Maryland Department of Health. He provided information for COVID-19 positive patients and their families to safely navigate the virulent Omicron. He also worked with the San Antonio Food Bank (40+ hours) doing food preparation, San Antonio public school lunch preparation, and preparing boxed meals for families experiencing food insecurity. Additionally, he works with Haven for Hope as a sous chef, food preparer, food server for those living below the poverty line. Villacarlos ran the medical tent for the San Antonio Road Runners for local and regional races for San Antonio 2022-2023 (20+ hours); and is affiliated with the San Antonio AIDS Foundation.

#### Capt. Wilgenbusch

Capt. Wilgenbusch volunteered 30 hours for the San Antonio chapter of The Mayfly Project in introducing 12 teenagers of Boyssville to fly fishing and their local water ecosystems to build confidence and develop a meaningful connection with the outdoors. He also volunteered 20 hours for Project Healing Waters Fly Fishing, Inc., a 501(c)3 national organization dedicated to the physical and emotional rehabilitation of disabled active military service personnel and disabled veterans through fly fishing. He led two fishing outings for one Vietnam and one Operation Iraqi Freedom veteran. CPT Wilgenbusch also volunteered 10 hours during the Guadalupe River Trout Unlimited Youth Trout Camp, a two-day fly-fishing event on the Guadalupe where he educated 36 teenagers on basic trout biology and assisted in stocking trout for the participants to catch the following day.

#### Lt. Col. Andrew Kay and Lt. Michael Massaro

Lt. Col. Andrew Kay, DVM, and Lt. Michael Massaro volunteered to coach an Alamo Heights Little League team in 2023. They completed 40+ hours of instruction on the rules of the game and team development to young teenagers.

#### Ensign Chris Ervin

Ensign Chris Ervin volunteered with Canyon Ridge Elementary, supporting 500 parents, staff, and students during the annual "Howlin' and Prowlin'" school carnival, the class Christmas party, and the "Cooking with Coyotes" event for 75 parents, staff, and students. He also cooked food for 50 staff members during a Command event with Navy Medicine Training and Support Command (two hours).

### Additional Highlights

Class of 2024 volunteered at the San Antonio Food Bank in August 2022 — **Maj. Lisa Shropshire, Ensign Madelle Turner, Jimmy Lamle, Alyssa Larsen and Lt. Col. Michael Villacarlos** provided food preparation and San Antonio Public School lunch preparation.

October 2022 — **Lt. Col. Michael Villacarlos and Maj. Tamara Caswell-Johnson** handed out over 5000 pieces of candy at the Halloween Spooktacular to the children and youth of the military at the Joint Base San Antonio Golf Course.

October 2022 — **Lt. Col. Michael Villacarlos and Alyssa Larsen** volunteered as drink and wine servers at the Tasting Texas Wine and Food Festival, working alongside Cultural and Culinary leaders from Mexico and all around the United States. This event was hosted by Visit San Antonio and Culinaria of San Antonio and funded by the James Beard Foundation.

March 2023 — **Lorena Bailey, PhD, Ensign Kayla Ogron, and Lt. Col. Michael Villacarlos** provided food at Haven for Hope for those living below the poverty line, sous chef, food preparation, kitchen service and general cleanup of mess hall.

## Capt. Joshua Fritzsche Director's Chair Award

**Capt. Joshua Fritzsche was named the 2022 recipient of the Director's Chair Award, which recognizes the didactic year student who demonstrated the most potential for future success in the federal health sector.** Fritzsche, an Air Force officer, is currently an administrative fellow at Mayo Clinic, in Rochester, Minnesota. Fritzsche was introduced to the Army-Baylor program as a young Medical Service Corps officer and was immediately drawn to its potential for enhancing his medical administration career. With an undergraduate degree in Healthcare Management, he served as the medical readiness officer and chief information officer at Ramstein Air Base in Germany, confident that his previous experience would prepare him well for the program's curriculum.

"I was humbled by the staff and program director's belief in my potential and thankful for their instruction, guidance, and mentorship over the previous year," Fritzsche said. "It was especially meaningful to receive an award sponsored by the USAF Medical Service Corps' ninth Corps Chief, retired Brig. Gen. Donald B. Wagner. The beautiful, solid wood captain's chair is a permanent fixture in my study. It is both a functional piece of furniture as well as an open offer to reminisce about my time at Army-Baylor with the class of 2023."

Wagner, was on hand to congratulate Fritzsche and present him with the coveted director's chair, engraved with the Baylor University seal and personalized with his name.



Col. Teresa Hinnerichs, **Director's Chair Award winner Capt. Joshua Fritzsche**, and Brigadier General Donald B. Wagner, USA, Retired.

# Snapshots of Success

## Army-Baylor Program participants make their mark outside the classroom

While our students and faculty members work hard in the classroom to uphold a long tradition of excellence, academics is just one dimension of the Army-Baylor experience. Despite a demanding work load, students and faculty members still find time to take part in competitions, off-site learning opportunities and social events.



Army-Baylor faculty at ACHE, March 2023



Army-Baylor MHA/MBA Best Practice Symposium 2023

Army-Baylor held their first annual Best Practice Symposium in January 2023. **This Symposium allowed preceptors, alumni, and other guests in our network to witness Best Practice presentations from six finalists in our residency class.** Additionally, our current students gained insight on their upcoming residency experience. Madigan Army Medical Center, Mayo Clinic Hospital Rochester, Emory University Hospital, SCLA Health and North Central Baptist Hospital were well-represented.



MG (Retired) Rubenstein, guest speaker 2022



Army-Baylor faculty with Dean Mazumder, Waco October 2022



Ted Talks in Organizational Behavior - Capt. Kent Turner

**Cleveland Clinic Case Competitions, March 2023:** Army Baylor Didactic Year Students Lt. Esther Ruedi, Capt. Marjorie Lutz, Kevin Robertson and Capt. Aaron Wolcott made it to the final 4 out of 84 talented teams.

The Army-Baylor MHA/MBA Program **obtained reaccreditation from the CAHME** (Commission on Accreditation of Healthcare Management Education) in Spring 2023.

Army-Baylor joined the **Business School Alliance for Health Management (BAHM)** in 2022.

Col. Timothy Switaj, Army-Baylor Class of 2017, was awarded the **Robert Graham Physician Executive Award from the American Academy of Family Physicians** for his noteworthy contributions as a physician leader for the Defense Health Agency and Army Medicine.

The Army-Baylor MHA/MBA Program welcomed a new Program Director, **Col. Dan Wood**. He succeeded Col. Teresa Hinnerichs in September 2022.







Class of 2024 students at the Medical Center of Excellence Military Ball



UAB Case Competition



BG Flowers, guest speaker, April 2023



Tour of Toyota Motor Manufacturing Texas - Healthcare Operations Management

# Army-Baylor Recognizes Award Winners

## Director's Chair Award

### *Capt. Joshua Fritsche, Class of 2023*

Sponsored by retired Brig. Gen. 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.

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.

## Michael S. Franz Alumni Award and Peter T. Shaul Peer Award

### *Capt. Audrey Mosley, Class of 2023*

Franz: 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.

Shaul: 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.

## J. Dewey Lutes Award for Best Paper

### *Capt. Chris Bennett, Class of 2022*

The Army-Baylor University Graduate Program in Health and Business Administration has informally established the J. Dewey Lutes Peer Research Award, recognizing excellence in student research. The award was established in 1987 and named after J. Dewey Lutes, FACHA, the primary founder and the first Director-General of the ACHA (now ACHE) from 1933 to 1937.



Photo from the American College of Healthcare Executives Annual Congress in Chicago - March 2022

## Boone Powell Award for Excellence in Student Research and J. Dewey Lutes

### *Capt. Chris Bennett, Class of 2022*

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 Boone Powell, a scholar, long-time friend and faculty member of the Program, and is continued by the Army-Baylor University Alumni Club.

## Dean Toland Preceptor of the Year Award - 2022

*J. Ron Johnson*, Award recipient J. Ron Johnson is Medical Center director of the Central Virginia VA Health Care System.

## Educator of the Year 2022

*Lt. Col. Kimberly Decker, PhD.* Kimberly Decker was awarded both the Army-Baylor instructor of the year and the ACHE award for Diversity, Equity and Inclusion for the 2021-2022 academic year.

## Program Awards

2022 Higher Education Network Award, presented at the Leon I Gintzig Commemorative Address (ACHE)



## Leadership Guest Speaker Series

### AUGUST 2022

- 5 Ryan D. Ramshorst, MD, MPH** Chief Medical Director & CHIPS Services  
MEDCoE, Classroom 2310  
HCA 5301 US Healthcare System  
*Support course objective of explaining basic features and history of health system components, to include public sector, specifically Medicaid Program*  
"Texas Health and Human Services Commission"
- 12 Timothy Switaj, COL USA** Market Assistant Director for Medical Affairs and Chief Medical Officer  
MEDCoE, Classroom 2310  
HCA 5301 US Healthcare System  
*Support course objective of explaining basic features and history of health system components, specifically Patient Centered Medical Homes*  
"Defense Health Agenda/San Antonio Market"
- 26 Maj. General (Retired) David A. Rubenstein**  
MEDCoE, Classroom 2310  
HCA 5301 US Healthcare System  
*Support course objective of explaining basic features and history of health system components, to include public sector, specifically Medicaid Program*  
"Silver Caduceus Association"

### SEPTEMBER 2022

- 23 Sally Mason Boemer** Executive Vice President  
Classroom 2310 (MS Teams)  
HCA 5329 Leadership in Complex Organizations  
*Supports theoretical and practical aspects of leadership with real-world examples enabling students to develop and refine their leadership skills*  
"Massachusetts General Hospital"

- 23 Multiple Presenters** Alamo Café San Antonio TX  
HCA 5329 Leadership in Complex Organizations  
*Career positioning - Proactively managing student's professional development*  
"ACHE South Texas Chapter Student Symposium"

### OCTOBER 2022

- 21 Joseph (Chris) Rheney** MEDCoE, Classroom 2310  
HCA5450 Finance I: Financial Management Accounting in Healthcare  
*Supports theoretical and practical aspects of financial accounting with real-world examples enabling students to develop their Business Administration competency*  
"Office of the Surgeon General, U.S. Army Medical Command"
- 26 Travis Krug, Vice President Human Resources** Classroom 2310  
HCA5359 Human Resources Management  
*Support course objective of describing and discussing the recruitment, selection, and retention processes for hospital strategic human resources initiatives*  
"CHRISTUS Santa Rosa Hospital, The Children's Hospital of San Antonio"

- 28 Richard Azar** Chief Operating Officer, & Drew Weil, Director Hospital Operations  
HCA 5329 Leadership in Complex Organizations  
MS Teams  
*Supports theoretical and practical aspects of leadership with real-world examples enabling students to develop and refine their leadership skills*  
"UCLA Health"

### JANUARY 2023

- 5 Dr. John Garr** Dept Chief  
**Ronda D. Barner** Classroom 2310  
MMGT 5460 Operations Management & Research  
*Supports course objectives and theoretical/practical aspects both Evidence-Based Medicine and Use of Technology in Healthcare Delivery. This includes identifying real-world implications that impact healthcare operations beyond initial care, medical board operations, and readiness/recruitment through Veterans Administrations healthcare operations*  
"Medical Evaluation Board—Physical Evaluation Liaison Officer (MEB-PEBLO)"
- 26 Dr. Sanders W. Marble** Senior Historian, AMEDD Center of History and Heritage  
Classroom 2310  
MMGT 5460 Operations Management & Research  
*Provided a historical perspective of AMEDD operations during combat and AMEDDS ability to conduct its mission while supporting readiness of our military, keeping the fighting strength. Also supported research for publication purposes*  
"U.S. Army MEDCoE"

### FEBRUARY 2023

- 10 COL. Chani Cordero, c10** Classroom 2310  
HCA 5317 Health Management Information Systems  
*Supports real world application of HMIS principles from a military CIO and former DCA*  
"Brooke Army Medical Center, JBSA"



Stay connected with the Army-Baylor MHA/MBA Program and fellow alumni



Give Light: Giving to the Army-Baylor Alumni Network



CLASS OF 2024 AND FACULTY



Baylor University

HANKAMER SCHOOL OF BUSINESS