

# Stephen D. Schwab

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Lieutenant Colonel (Retired), United States Army  
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## Academic Appointments

*The University of Texas at San Antonio Carlos Alvarez College of Business*  
Assistant Professor, Department of Management 2023 -

*Columbia University Irving Medical Center*  
Adjunct Assistant Professor, Department of Health Policy & Management 2022 -

*Baylor University Hankamer School of Business*  
Affiliate Research Professor, Baylor University Department of Economics, 2021 - 2023  
Deputy-Director, Army-Baylor MHA and MBA Programs, 2019-2021  
Assistant Professor of Health and Business Administration, 2018 -2021

## Education

*The Wharton School, University of Pennsylvania*  
Ph.D., Health Care Management & Economics, 2018

*Baylor University*  
Master of Business Administration, 2012  
Master of Health Administration, 2012

*The George Washington University*  
B.A., Political Science, 2002

## Interests

Health Care Management, Health Economics, Organization Theory, Labor Economics

## Published Papers

**“How Power Shapes Behavior: Evidence from Physicians”**  
(with Manasvini Singh) *Science*, 384(6697), 802-808, (2024)

**“The Impact of Performance-Based Budgeting on Health Care Outcomes”**  
(with Kimberly Decker, Gloria Bazzoli, Askar Chukmaitov, and Christian Wernz)  
*Health Care Management Review*, 48(3), 249-259, (2023)

**“Remote patient monitoring to facilitate same-day discharge following laparoscopic sleeve gastrectomy: a pilot evaluation”**  
(with Timothy J Schaffner, Matt Wilkes, Robert Laverty, Nicole Zahradka, et al)  
*Surgery for Obesity and Related Diseases* (2023)

**“Financial and Clinical Impact of Virtual Care During the COVID-19 Pandemic: Difference in Differences Analysis”**  
(with Robert J. Walter, Matt Wilkes, Daniel Yourk, Nicole Zahradka, et al.)  
*Journal of Medical Internet Research*, 25 e44121 (2023)

**“Overpriced? Are Hospital Prices Associated with the Quality of Care?”**  
(with Brad Beauvais, Glen Gilson, Brittany Jaccous, Taylor Pearce, et al.)

*Healthcare*, vol. 8, no. 2, p. 135 (2020)

**“Utilization Variation in Military vs Civilian Care: Evidence from TRICARE”**

(with Amelia Bond)

*Health Affairs*, 38, no. 8, pp 1327-1334 (2019)

**“Does Quality Matter? A Study of Stock Price Reactions and the Implications for Healthcare Organizations”**

(with Kevin Broom, Jason Turner and Michael Pesely)

*Journal of Health Care Finance*, 42, no. 2, (2015)

**Working Papers**

“The Value of Specific Knowledge: Evidence from Disruptions to the Patient-Physician Relationship” (*Minor Revisions at Management Science*)

“Opioid Abuse and Employment Outcomes: Evidence from the U.S. Military” with Abby Alpert and Benjamin Ukert (*National Bureau of Economic Research Working Paper #30110*)

“Learning and Forgetting among High Skill Workers: Evidence from the Military” with Trevor Fitzgerald and Atul Gupta

**Work in Progress**

“The Effects of Staff Mix and Turnover on Productivity and Outcomes,” with Amelia Bond, Robert Huckman, Ingrid Nembhard, and Karen Zhang,

“Mixing and Matching? Implications of Provider Type on Patient Sorting and Treatment” with Forest Kim, Wilson Law, Allen Solenberg, and Michael Richards

“Physicians’ Role in Geographic Variation of US Health Care Utilization: Evidence from the Military Health System” with Amelia Bond and Stuart V. Craig

**Conferences and Seminars (Includes Scheduled)**

**2024** AHEC (Discussant)

**2023:** USMA West Point, HFMA-Nashville, ASHEcon, Baylor, NBER Health

**2022:** USU, Duke Health Law, ASHEcon, SEA Ft Lauderdale, TX A&M, NBER Health

**2021:** ASHEcon (virtual), Temple, SEA Houston

**2020:** Uniformed Services University (USU), ASHEcon (canceled), APPAM (virtual)

**2019:** UNC, Vanderbilt University, ASHE DC, Wharton People and Organizations, Baylor

**2018:** Organizational Theory in Health Care - Baltimore, ASHEcon, AHEC (Discussant)

**Grant Funding**

“The Impact of Staffing Levels on Access, Quality, and Utilization: Evidence from Primary Care,” co-PI with Amelia Bond and Stuart Craig, Defense Health Agency, \$981,509

“The Impact of Military vs. Civilian System Primary Care Providers on Utilization and Care Quality,” co-PI with Amelia Bond and Stuart Craig, Defense Health Agency, \$590,000

“The Effects of Nursing Staff Mix and Turnover on Productivity and Outcomes,” co-PI with Karen Zhang, Defense Health Agency, \$220,000

**Teaching Experience**

*PhD*

Organizational Economics of Health Care

Economic Foundations of Management

***Master's***

Health Economics  
Health Finance  
Quantitative Methods  
Government Finance  
Innovation and Technology in Health Care

***Undergraduate***

Introduction to Health Care Management  
HR for Competitive Advantage (People Analytics)

**Other Professional Experience**

Lieutenant Colonel, United States Army Medical Service Corps, 2002 - 2023

**Chief Financial Officer | Brooke Army Medical Center**

*2021 - 2023 | San Antonio, TX*

- Responsible for financial performance of the Department of Defense's (DoD) largest academic medical center, a 400-bed level 1 trauma center
- Actively managed and analyzed revenue cycle operations resulting in a 10% increase in collections.
- Developed a predictive model of collections that was presented to member of Congress.
- Applied data analytics to hiring and manning process in order to lower personnel costs and reduce turnover

**Chief Financial Officer | Walter Reed Army Institute of Research**

*2014-2015 | Forest Glen, MD*

- Responsible for resourcing strategy and financial performance of DoD's largest biomedical research laboratory with 10 different funding-streams and multiple industry partners
- Designed and implemented an activity-based costing system that aligned departmental costs with overhead charges, increasing the proportion of funds available for science
- Developed a complex business case that lead to government funding for a new bio-production facility
- Built relationships with and taught financial management best practices to senior scientists resulting in improved financial performance

**Chief of Budget Division | US Army Medical Research & Materiel Command**

*2012-2014 | Fort Detrick, MD*

- Responsible for all aspects of budget management & execution for Army medical research, development, and acquisitions
- Creatively lead the organization through an almost 8% reduction in funding due to Congressionally-mandated cuts known as "sequestration"

**Multiple Operational Positions | 1st Cavalry Division**

*2002-2010 | Fort Hood, TX & Iraq*

- Served in a variety of leadership positions from Platoon Leader to Company Commander
- Deployed three times to Iraq, twice earning the bronze-star medal

- Lead partnership efforts with the local Iraqi-Army resulting in opening a new Iraqi Army medical clinic