

## Stephen D. Schwab

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Lieutenant Colonel, United States Army  
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### Academic Appointments

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

*Baylor University*  
Affiliate Research Professor, Department of Economics, 2021 -  
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., Managerial Science & Applied Economics, 2018

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

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

### Interests

Organizational Economics, Health Care Management, Productivity, Innovation

### Published Papers

“Overpriced? Are Hospital Prices Associated with the Quality of Care?” with Brad Beauvais, Glen Gilson, Brittany Jaccaus, Taylor Pearce, and Thomas Holmes *Health-care*, June 2020

“Utilization Variation in Military vs Civilian Care: Evidence from TRICARE” with Amelia Bond, *Health Affairs*, August 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*, Summer 2015

### Working Papers

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

“The Impact of Performance-Based Budgeting on Health Care Outcomes” with Kimberly Decker, Gloria Bazzoli, Askar Chukmaitov, and Christian Wernz (*Revisions Submitted at Health Care Management Review*)

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

“Power Dynamics in the Doctor-Patient Relationship” with Manasvini Singh

<b>Work in Progress</b>	“Physician Learning and Forgetting: Evidence from Military Doctors” with Atul Gupta
	“Provider Training and Treatment Intensity: Evidence from Primary Care Moves” 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
	“Guilty Until Proven Innocent: Industry Response to Scandal” with Emma Dean
<b>Conferences and Seminars (Includes Scheduled)</b>	<p><b>2022:</b> USU, Duke Empirical Health Law, ASHE Austin, SEA Fort Lauderdale</p> <p><b>2021:</b> ASHE (virtual), Temple, SEA Houston</p> <p><b>2020:</b> Uniformed Services University (USU), ASHE St. Louis (canceled), APPAM (virtual)</p> <p><b>2019:</b> UNC, Vanderbilt University, ASHE DC, Wharton People and Organizations, Baylor</p> <p><b>2018:</b> Organizational Theory in Health Care - Baltimore, ASHE Atlanta, AHEC (Discussant)</p>
<b>Grant Funding</b>	“The Impact of Military vs. Civilian System Primary Care Providers on Utilization and Care Quality,” with Amelia Bond and Stuart Craig, Defense Health Agency, \$634,000
	“The Effects of Nursing Staff Mix and Turnover on Productivity and Outcomes,” with Robert Huckman, Ingrid Nembhard, and Karen Zhang, Defense Health Agency, \$220,000
<b>Teaching</b>	<i>PhD</i>
	Organizational Economics of Health Care
	<i>Executive Master’s</i>
	Health Finance Health Economics
	<i>Master’s</i>
	Health Economics
	Health Finance (2 course sequence)
	Quantitative Methods (3 course sequence)
	Innovation and Technology in Health Care
	Predictive Analytics
<b>Other Professional Experience</b>	Lieutenant Colonel, United States Army Medical Service Corps, 2002 - Present
	<p><b>Chief Financial Officer   Brooke Army Medical Center</b></p> <p><i>2021 - Present   San Antonio, TX</i></p> <ul style="list-style-type: none"> <li>• Responsible for financial performance of the Department of Defense’s (DoD) largest academic medical center, a 400-bed level 1 trauma center</li> <li>• Actively managed and analyzed revenue cycle operations resulting in a 10% increase in collections.</li> <li>• Developed a predictive model of collections that was presented to member of Congress.</li> <li>• Applied data analytics to hiring and manning process in order to lower personnel costs and reduce turnover</li> </ul>

**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