

TAPANGA C. HORTON

Business & ConProcess Improvement

CPHQ | PMP | Lean Six Sigma Black Belt | Prosci Certified Change Practitioner

Tucson, AZ (Remote) | (520) 330-4777 | tapangaparham@gmail.com | [linkedin.com/in/tapangahorton](https://www.linkedin.com/in/tapangahorton) | [Portfolio](#)

PROFESSIONAL SUMMARY

Continuous quality and process improvement leader with 8+ years designing how teams, roles, and processes work together across multi-division organizations, including 5+ years leading operating model design and enterprise process improvement in a 10-division public health department. Designed and implemented a department-wide operating model for quality and process improvement, defining governance routines, decision rights, escalation paths, accountability standards, and cross-team workflows spanning clinical, administrative, legal, and compliance teams. Prosci Certified Change Practitioner and Lean Six Sigma Black Belt who moves organizations from current state to a defined future-state way of working through stakeholder engagement, communications, training, adoption, and reinforcement, building team effectiveness across all levels: trained 80+ staff and leaders, grew quality event participation 50%, and improved program workflow efficiency up to 30%.

CORE COMPETENCIES

Organizational Development | Operating Model Design | Organization Design | Role & Responsibility Design | Governance Routines & Decision Rights | Escalation Paths & Accountability Standards | Process & Handoff Design | Current-State / Future-State Design | Change Management (Prosci) | Stakeholder Engagement & Communications | Training, Coaching & Technical Assistance | Adoption & Reinforcement | Team Effectiveness & Capability Building | Process & Workflow Mapping | Root Cause Analysis (RCA) & Corrective Action Plans | PDSA Cycles & Lean Six Sigma | Standard Work, Policy & Procedure Development | KPI Frameworks, Dashboards & Executive Reporting | Data-Driven Decision Making | Business Requirements, Test Plans & Go-Live Training | Accreditation & Regulatory Compliance | Grant Stewardship & Funder Reporting | Agile, Waterfall & Hybrid Delivery

PROFESSIONAL EXPERIENCE

Pima County Health Department

Tucson, AZ

Public Health Program Manager, Quality & Process Improvement

Jan 2025 – Present

- Designed and implemented the department-wide Quality & Process Improvement operating model, defining how 10 divisions plan, decide, and execute improvement work through governance routines, decision-making forums, accountability standards, and cross-team workflows spanning clinical, administrative, legal, and compliance teams.
- Defined roles, responsibilities, and decision rights across executive sponsors, division leads, and frontline staff; documented handoffs between clinical, administrative, and community teams; and established escalation paths and decision logs for issues that cross division lines.
- Mapped current-state operations and designed future-state ways of working with the teams who would run them, then transitioned divisions onto the new model through standard work, policies, and procedures that produce accurate, audit-ready documentation.
- Apply the Prosci methodology end-to-end: stakeholder assessment and engagement, communication planning, sponsor and division-lead coaching, training delivery, and reinforcement through staff surveys and follow-up coaching to sustain adoption of new workflows and tools.
- Lead and develop a team of 5; train staff organization-wide in Lean, PDSA, and QI methods and grew quality event participation by 50%, strengthening a culture of accountability and engagement.
- Own KPI frameworks and executive dashboards in Power BI and SharePoint and the monthly leadership reporting cadence (10 KPIs), using leading and lagging indicators to guide capacity planning, resource allocation, and strategic decisions.
- Run issue triage, root cause analysis, and risk registers for operational breakdowns; deploy corrective action plans and redesigned workflows that improved program efficiency up to 30%, increased staff capacity, and reduced rework and compliance risk.
- Author business requirements, test plans, and user training materials, and deliver training sessions that support go-live and adoption of new tools and workflow automation.
- Monitor vendor performance against service-level requirements and support procurement; steward \$110K+ in annual grant funding with <1% variance through disciplined forecasting, compliance oversight, and quarterly financial audits.

Public Health Program Coordinator, Accreditation

Nov 2023 – Jan 2025

- Led PHAB reaccreditation and AAAHC ambulatory care accreditation end-to-end, managing timelines, evidence submission, risk mitigation, and annual reporting.
- Designed the future-state accreditation operating model: built a gap analysis and critical path framework and a department-wide accreditation management system adopted by 10+ divisions through the 2028 cycle, with defined division roles, document ownership, submission handoffs, and review checkpoints, reducing process variation and saving 200+ staff hours per cycle (2024 NACCHO Model Practice).
- Conducted gap analyses and readiness assessments to pinpoint compliance vulnerabilities, and translated accreditation standards into operational workflows, policies, and technical assistance for division teams.
- Drove adoption using Prosci change practices: engaged division stakeholders, communicated new expectations, trained 80+ staff and leaders on standards, documentation expectations, and system deployment, and reinforced use through ongoing coaching; authored accreditation narratives demonstrating measurable impact, reducing resubmission requests by 5%.

Public Health Program Coordinator, COVID-19 Vaccine Equity

Oct 2021 – Jul 2022

- Planned and executed up to 30 community-based immunization initiatives per month (200+ total), using geographic prioritization and data analysis to reach underserved populations.
- Coordinated 80+ internal and external stakeholders monthly, including department heads, clinical providers, community health workers, program navigators, and community organizations, defining handoffs between clinical and community teams to streamline communication and improve delivery outcomes.
- Led change management for new clinical workflows, using staff surveys, communications, and team guidance to drive and reinforce adoption.

- Designed future-state workflows and tracking systems that improved productivity, resource utilization, and reporting accuracy, and managed CMS and payer reimbursement documentation for 550+ vaccinations through HIPAA-aligned submission workflows.

AmeriCorps – Arizona Serve

Tucson, AZ

Diabetes Care Coordinator

Jun 2020 – Jun 2021

- Redesigned and scaled a high-volume Food as Medicine program serving 250+ families monthly (2,400+ annually) using Agile and Lean methods, moving the site to a new operating design that reduced wait times by 25% and eliminated traffic-related safety incidents.
- Recruited, onboarded, and managed 25+ volunteers monthly; defined volunteer roles and responsibilities and standardized training, policies, and compliance practices while coordinating handoffs with clinical and community partners.
- Counseled diabetes patients on nutrition under dietitian oversight, moving them from current eating patterns to an improved future-state way of eating, and developed tailored education materials in English and Spanish to support understanding, adoption, and sustained behavior change.

North Carolina Central University

Durham, NC

Career Development Coordinator

Aug 2019 – Jun 2020

- Redesigned the workflow for processing and serving students, streamlining intake, scheduling, and follow-up handoffs to move 10–15 students per week through career services with less delay.
- Designed a new outreach model, partnering with the Male Achievement Center, academic departments, and campus organizations to reach students who were not engaging with career services and increase participation across diverse student populations.
- Measured service quality through student surveys and outcome tracking, with performance evaluated on whether students secured internships, jobs, or fellowships rather than attendance alone, and used the results to adjust programming and outreach.
- Planned, coordinated, and executed 5+ professional development events per semester, and delivered workshops on interviewing, networking, and professional communication to support career advancement and workforce readiness.
- Reviewed and coached 15+ resumes weekly, improving student competitiveness, clarity of career narratives, and job placement outcomes.

Head Resident Assistant (promoted)

Aug 2018 – Jun 2020

- Promoted to lead a team of 4 resident assistants, taking ownership of how residential programs were planned, staffed, and run.
- Redesigned and delivered training for the resident assistant team, standardizing roles, responsibilities, and expectations and improving consistency of service across the community.
- Improved the efficiency of residential operations and program delivery, and served as the defined escalation point for staff and resident issues requiring supervisory involvement.
- Identified operational barriers and challenges, escalated them to leadership, and partnered with them to design and implement changes; educated residents and staff on what was changing and why, shifted student behavior toward the new expectations, and reported results back to leadership.

Resident Assistant

Aug 2016 – Jun 2018

- Managed a residential community of 198 students, including Honors, Athletics, and Disability Services populations, ensuring safety, engagement, and academic success.
- Led educational programming on cultural awareness, mental health, and wellness, improving student participation and community cohesion.
- Served as a peer leader and advocate, mediating conflicts, supporting crisis response, and improving communication and escalation between residents and supervisory staff.
- Maintained detailed documentation of incidents, student concerns, and follow-up actions to support continuity of care and compliance with university policies.

AWARDS & NATIONAL RECOGNITION

NACCHO Model & Promising Practices Awards

- 2026: The Culture Cure: A Synergistic, Multi-Layered Approach to Quality Improvement
- 2025: Implementing Lean Six Sigma Practices in a Local Health Department to Promote a Culture of Quality
- 2024: Building and Implementing a Gap Analysis and Critical Path Framework to Obtain PHAB Reaccreditation

EDUCATION & CERTIFICATIONS

- Master of Business Administration (in progress) — Georgia Southwestern State University, Americus, GA | Expected May 2028
- Medical Coursework (1 year completed) — A.T. Still University, Mesa, AZ | 2022 – 2023
- Master of Science, Medical Nutrition — Arizona State University, Tempe, AZ
- Bachelor of Science, Biological Sciences — North Carolina Central University, Durham, NC
- **Certifications:** Certified Professional in Healthcare Quality (CPHQ) | Project Management Professional (PMP) | Lean Six Sigma Black Belt (LSSBB) | Prosci Certified Change Practitioner

TECHNICAL SKILLS

Microsoft Office 365 (Word, Excel, PowerPoint, Outlook, Teams, SharePoint, Planner, Project) | Power BI | Visio | Lucidchart | Smartsheet | Asana | Monday.com | REDCap | Workday | Google Workspace | AI Tools (Claude, Copilot, ChatGPT)