

TANGULA TAYLOR, MBA, BSN, RN, NE-BC

(pronunciation: TAN-jull-uh)

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SUMMARY

Award-winning healthcare executive driving efficiency, cost savings, growth, and quality metrics

“Transforming possibilities into growth”

Well-rounded nurse leader with leadership experience across the largest free-standing pediatric hospital in the U.S., a large health plan, a Medicaid managed care organization, and patient-centered medical homes. Adept in building partnerships and influencing physicians and other stakeholders, driving largescale change, and effectively communicating. Experienced university instructor.

Strategic Planning | Quality Initiatives | Process Improvements | Startup Operations | Operations Management
Accountability Focused | Results Driven | Coaching and Developing Others | Team Building | Mentoring

EXPERIENCE

Houston Community College

Houston, TX

Adjunct Professor

6/2020 – Present

Instructor within the Coleman College for Health Sciences Vocational Nursing Program educating students on the nursing process and associated clinical applications to prepare them for licensure and careers within various health care settings.

Texas Children’s Health Plan

Houston, TX

Vice President

1/2019 – 6/2019

Assistant Vice President

6/2016 – 12/2018

Texas Children’s Health Plan was founded as a subsidiary of Texas Children’s Hospital. The HMO and managed care organization (MCO) has approximately 400,000 members. Several of its functions are now being incorporated into the hospital’s operations.

Promoted to lead 350+ FTEs across three areas: the Business Operations Department, the Member Services Department, and two patient-centered medical homes (PCMHs) known as the Center for Children and Women (“The Center”). Managed budgets totaling more than \$85M. Reported directly to the President of the Health Plan.

Led effective operation of the two multidisciplinary PCMHs, both located in underserved communities:

These medical facilities provide primary pediatric and obstetric care along with integrated services including radiology, behavioral health, optometry, pharmacy, dentistry, laboratory, and speech therapy, all within the same facility.

- **Delivered \$9M in annual savings for the Health Plan through reduced ER utilization, inpatient admissions, and pharmacy spending** associated with patients who receive care at the PCMHs.
 - Educated PCMH teams on The Center’s total cost of care model, motivating them to help lower costs.
 - Achieved an ER utilization rate about 20% less than the overall rate for Health Plan members by ensuring patient access to care (up to 16 hours a day for some specialties) and providing multi-pronged patient education to them on what warrants an ER visit.
- **Partnered with physician leader** to influence community delivery sites on The Center’s standards of care and achieved a primary C-section rate of 13.6%, compared to 28.7% for Texas, helping reduce risk for maternal mortality.
- **Achieved greater than the 90th percentile on various patient care categories** of the Health Effectiveness Data and Information Set (HEDIS), mitigating the risk of financial penalties being imposed on the Health Plan by the State of

Texas. Results achieved through a team focused approach with improved performance over time with ongoing process improvements and quality initiatives.

- **Championed PCMH teams to achieve and sustain prestigious Level III recognition** (the highest level) from the National Committee for Quality Assurance (NCQA) for the pediatric and obstetrics service lines.
- **Boosted patient activations of Epic's MyChart patient portal by 63%**, saving staff time on appointment scheduling and reducing unnecessary office visits for basic questions.
- **Developed network of community resources to address social determinants of health** by forging relationships with entities such as the Boys and Girls Club, the March of Dimes, and the Houston Food Bank.

Launched the Business Operations Department and propelled Member Services performance:

- **Slashed pended claims backlog by 90%** and eliminated all aged claims over 30 days by streamlining workflows and job processes.
- **Partnered with the system's CIO to transform IT's responsibilities** in the Health Plan, leading to improved IT and organizational infrastructure, and better clarity in decision-making for day-to-day business operations.
- **Developed and launched digital member Explanation of Benefit document** ahead of schedule in response to a Health and Human Services Commission (HHSC) mandate.
- **Structured processes to support the consumption of HHSC released member demographic information** into the Health Plan's database thus preserving the source of truth member data and mitigating potential HIPAA violations.
- **Redesigned leadership structure of Member Services and ushered in improvements for the department**, which assists members with appointment scheduling, PCP changes, transportation requests, and complaints. The department also responds to provider requests for claims and authorization statuses and member eligibility.
 - **Reduced call center turnover 18%** with positive changes that included exceeding all HHSC defined call center metrics and a redesign of database systems access.
 - **Achieved long-term compliance of 98%+ for state regulatory complaints requirements** by implementing an improved workflow design that commanded cross-organizational engagement and activities.

Director, Business Development Community Initiatives

7/2012 – 6/2016

Spearheaded the creation, launch, and operation of the Health Plan's first patient centered medical homes (PCMHs) in a role with a heavy emphasis on strategic planning. Led approximately 200 total team members with 5 direct reports. The two ambulatory medical facilities serve a patient population of 39,000+ members.

- **Collaborated with attorneys to establish the PCMH startup as a separate legal 501 entity** and constructed a governance model to support decision making and meet 501 requirements.
- **Prepared and delivered numerous organizational and HHSC presentations** on the PCMH model of care and operations leading to strong adoption of the new organizational entity and its total cost of care model.
- **Laid the groundwork for efficient, compliant, and effective operations** by creating policies and processes; a model for quality and safety drills; a performance management and incentive plan structure; and Epic workflows.
- **Garnered 93-94% average patient satisfaction ratings** on surveys, exceeding the 90% goal.
- **Earned Meaningful Use status**, allowing the organization to secure over \$150,000 in incentive payments.

Texas Children's Hospital

Houston, TX

Director of Nursing, Integrated Medical Record / Director of Clinical Informatics

4/2010 – 7/2012

During this time, Texas Children's Hospital had 700+ beds, about 9,000 employees, a primary campus in the Texas Medical Center, and multiple community locations.

Managed successful implementation of Epic's electronic medical record (EMR) system to 8,000+ users across the entire Texas Children's enterprise, leading an 84-person team and managing a budget in excess of \$100M. Previously, outside consultants failed to implement Epic.

TANGULA TAYLOR - CONTINUED

- **Achieved strong adoption** by securing supportive physicians to become champions, driving buy-in of their peers.
- **Contributed to a successful Joint Commission survey and received accolades from the surveyors** on the health system's EMR after creating a process for the accreditation team to approve the electronic documentation tool.
- **Received Prestigious Texas Children's Catalyst Leader Award**, given to a select few annually and voted upon by the Texas Children's Board of Directors.

Director of Nursing

2/2003 – 4/2010

Led 350 FTEs across 6 acute care units (General Medicine / Transplant, Neurology, Pulmonary / Adolescent Medicine, Short Stay Medical / Surgical Observation, Surgical, and a Hospitalist Unit); the Nursing Float Pool; the General Children's Research Center; and, for a portion of the time, the Renal Dialysis Unit.

- **Increased room turnaround time 77%** and boosted ED capacity by leading patient throughput initiatives.
- **Reduced mislabeled specimens 43%** with simple changes to processes for nurses.
- **Opened the organization's first Hospitalist Unit** and achieved an initial 86% occupancy rate.
- **Achieved RN retention rate of 96% for FY09 and 92% for FY08** across all areas of responsibility.
- **Laid the groundwork for regulatory compliance** by leading a multidisciplinary team to enhance the Staffing Advisory Committee prior to the passage of the state's Safe Nursing Staffing legislation (Senate Bill 476).

PRIOR EXPERIENCE:

Texas Children's Hospital: Staff Nurse → Nurse Manager → Assistant Director of Nursing

University of Phoenix: Taught graduate healthcare finance courses online (part time, 2006-2010).

- **Responsible for student groups** of 10 to 20.
- **Taught course content** in an asynchronous environment utilizing adult learning principles.
- **Assessed students' knowledge** comprehension and provided individualized feedback.
- **Facilitated group assignments**, as well as, supported one-on-one instruction, as warranted.
- **Critiqued students' writing** and provided guidance for improvement.
- **Followed all institutional policies and procedures** for grading assignments and grade submission.

EDUCATION, TRAINING AND LICENSURE

Master of Business Administration / Health Care Management University of Phoenix	2004
Bachelor of Science in Nursing University of Texas Medical Branch	2001
Nursing Leadership Training Program The Wharton School of Business	2005
Certified Nurse Executive American Nurse Credentialing Center	Exp. 7/2023
Certified Basic Life Support Provider American Heart Association	Exp. 3/2022
Registered Nurse License State of Texas	Exp. 9/2020

AWARDS AND HONORS

University of Texas School of Nursing Alumni Hall of Fame Inductee
Texas Nurses Association (TNA): TNA District 9 Top 20 Outstanding Nurse
ADVANCE FOR NURSES: Outstanding Leadership Award for Acute Care

AFFILIATIONS AND ACTIVITIES

Professional Affiliations:

Member, American College of Healthcare Executives
Member, American Nurses Association
Member, Sigma Theta Tau International Honor Society of Nursing
Member, Texas Nurses Association

Past Affiliations:

Past Board Member, Texas Nurses Association District 9
Past Treasurer and Board of Directors Member, Houston Organization of Nurse Executives
Past Member-at-Large and Planning Committee Member, Society of Pediatric Nurses

Volunteer Service and Community Involvement:

Volunteer, Kid's Meals of Houston
Volunteer, Houston Food Bank
Past Member, Kid's Meals of Houston Food Quality Committee
Past Member, Greenspoint District Board of Directors