



Title: Director, Policy, Governance, & Compliance

Reports to: Chief Executive Officer

FLSA Status: Exempt, Full Time

Supervisory Responsibility: Oversee policy and governance and compliance staff as appropriate

Location: Remote (U.S.)

Starting Salary Range: \$210,000 - \$250,000 Depending on Experience

POSITION SUMMARY:

The Director, Policy, Governance, and Compliance is responsible for directing the development, interpretation, and oversight of policy, governance, and compliance frameworks supporting the Trusted Exchange Framework and Common Agreement (TEFCA) and other programs of The Sequoia Project. This role ensures that policies and governance structures enable trusted, scalable, and compliant health information exchange among health information networks.

The Director serves as a senior advisor to executive leadership on policy, governance, and regulatory alignment, ensuring consistency with the TEFCA Common Agreement and applicable federal requirements. This position translates complex legal, regulatory, and programmatic requirements into clear, enforceable policy and governance frameworks and provides oversight to the legal and compliance team to ensure adherence across the network.

This role is distinct from operational functions, and focuses on policy development, governance execution, and compliance oversight in coordination with operational teams.

This position operates in a collaborative, mission-driven environment supporting national health information exchange through TEFCA and other programs. The role works closely with governance bodies, executive leadership, and internal teams to ensure policies are effectively developed, maintained, and enforced.

What is The Sequoia Project?

The Sequoia Project is a non-profit with a public service mission to lead in an interoperable health information sharing ecosystem to improve the health and welfare of people in the US. The Trust Framework Team supports public and private-sector led trust framework programs by providing leadership and support for policy, governance, technical, operational, and stakeholder engagement efforts.

FUNCTIONAL RESPONSIBILITIES:

Policy Leadership and Strategy



- Direct the development, refinement, and lifecycle management of standard operating policies, procedures, and governance artifacts for TECCA and other programs.
- Interpret the TECCA Common Agreement and associated materials to ensure consistent and authoritative application.
- Monitor federal and state policy and regulatory developments and assess implications for TECCA and related interoperability initiatives.
- Provide strategic recommendations to executive leadership on policy direction, governance priorities, and areas of risk.

TECCA Governance and Governing Bodies

- Establish, support, and oversee governance structures required under TECCA, including committees, workgroups, and decision-making bodies.
- Develop and maintain charters, governance processes, and decision frameworks to ensure transparency, consistency, and accountability.
- Provide policy guidance and support to governing bodies to enable informed and timely decision-making.
- Ensure governance processes align with the Common Agreement and are consistently applied across the network.

Compliance and Oversight

- Lead the development and oversight of the legal and compliance team regarding compliance frameworks supporting TECCA policy adherence.
- Define and maintain policy interpretation processes to ensure consistent application across QHINs and related entities.
- Support governance processes related to compliance determinations, issue escalation, and policy enforcement.
- Partner with internal teams ensuring appropriate alignment between policy requirements and compliance monitoring activities.

Legal and Regulatory Alignment

- Apply legal and regulatory expertise to inform policy development and governance structures, including interpretation of agreements and program requirements.
- Work closely with General Counsel to ensure policies are legally sound, enforceable, and aligned with risk management strategies.
- Support the development, maintenance, and interpretation of governance documents, agreements, and policy frameworks.

Governance for Other Programs



- Direct the development and maintenance of policy and governance frameworks for additional programs as appropriate.
- Ensure alignment and consistency of governance approaches across programs where applicable.
- Establish governance processes that are transparent, enforceable, and aligned with program objectives and contractual requirements.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Strong understanding of health IT interoperability, including governance, policy, and compliance considerations for nationwide exchange.
- Deep familiarity with TEFCA, the Common Agreement, and governance models supporting trust frameworks preferred.
- Familiarity with applicable standards (e.g., FHIR, USCDI) preferred.
- Ability to translate complex legal, contractual, and regulatory requirements into clear, enforceable policy and governance frameworks.
- Strong written and verbal communication skills, with the ability to support executive and governance-level decision-making.
- Demonstrated ability to lead and influence across teams while maintaining clear boundaries between policy/governance and operations.
- Strategic thinker with the ability to balance policy intent, regulatory requirements, and practical implementation considerations.

EDUCATION, TRAINING, AND EXPERIENCE

- Bachelor's degree required; Juris Doctor (JD) or equivalent legal training strongly preferred.
- 10+ years of experience in health policy, governance, regulatory affairs, compliance, or health IT interoperability.
- Demonstrated experience working with national interoperability frameworks, including TEFCA, health information networks, or similar trust frameworks.
- Experience interpreting and applying legal agreements, regulatory requirements, and governance frameworks.
- Proven ability to lead complex policy, governance, and compliance initiatives in a regulated environment.

PHYSICAL AND MENTAL REQUIREMENTS:

- Ability to work on a computer for extended periods of time to include typing and working on a computer monitor
- Ability to stand or sit for extended periods of time
- Extended working hours and travel may be necessary (~10%)



- Occasional lifting of 15 to 20 lbs

WORK AUTHORIZATION REQUIREMENTS:

Applicants must be currently authorized to work in the United States on a full-time basis. The Sequoia Project does not provide visa sponsorship or facilitate employment-based immigration processes (e.g., H-1B, OPT, CPT, or other work visas). Candidates must have valid work authorization that does not require employer sponsorship, either now or in the future.

“All qualified applicants will receive consideration for employment without regard to race, color, religious creed, national origin, ancestry, citizenship status, age, sex or gender (including pregnancy, childbirth and related medical conditions), gender identity or expression (including transgender status), sexual orientation, marital status, military service and veteran status, physical or mental disability, protected medical condition as defined by applicable state or local law (such as cancer), genetic information, or any other characteristic protected by applicable federal, state or local laws and ordinances.”