



RUDISH HEALTH

## Leadership Profile

**Director, Healthcare Policy**



**JPS Health Network**  
Fort Worth, Texas

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**Position**  
**Organization**  
**Location**  
**Website**

Director, Healthcare Policy  
JPS Health Network  
Fort Worth, TX  
[www.jpshealthnet.org](http://www.jpshealthnet.org)

## Opportunity

JPS Health Network, a publicly funded health network serving Tarrant County in North Texas, is seeking a strategic, community-minded leader as its next Director of Healthcare Policy. In this newly reshaped position, the Director of Healthcare Policy will serve as JPS's dedicated policy and government relations leader.

Reporting to the Senior Vice President, Chief of Staff and External Affairs, this role advances JPS's policy, regulatory, and advocacy priorities at the local, state, and federal levels, bridging healthcare operations, public policy, finance, and community impact. Key priorities include (1) developing and executing JPS's healthcare policy agenda, including matters related to Medicaid, Medicare, supplemental payment programs, 340B, graduate medical education, trauma funding, and public hospital financing; (2) serving as a liaison with lawmakers, regulatory agencies, and healthcare associations such as the Texas Hospital Association, Teaching Hospitals of Texas, and the American Hospital Association; and (3) partnering across Legal, Compliance, Finance, and Operations to translate policy and regulatory developments into clear and actionable recommendations for executive leadership and operational teams.

The successful candidate brings experience navigating political and legislative environments on behalf of a hospital, health system, association, or government entity, along with an understanding of the unique funding complexities (local, state, and federal) that distinguish public hospitals from private or community systems. Internally, this leader will interact regularly with the Chief Executive Officer, the Board of Managers, and the C-suite, and must operate seamlessly and credibly at that level. JPS is seeking a leader who can assess the organization's needs, build authentic relationships across the political community, and commit to working on-site in Fort Worth and Austin, as well as within the local communities JPS serves. With high visibility to executive leadership, the Director, Healthcare Policy will make a lasting impact at this uniquely positioned academic safety-net system.

### JPS Health Network

The Tarrant County Hospital District, known as JPS Health Network, is a trusted healthcare leader in Tarrant County, delivering compassionate, high-quality care to all who need it, regardless of insurance status or ability to pay. With a 582-bed hospital, more than 25 community-based clinics, and a team of over 7,200 professionals, JPS provides comprehensive services that include trauma care, behavioral health, maternal and neonatal care, primary and specialty medicine, and more. As the county's largest teaching institution and the most comprehensive provider of behavioral health services, JPS stands at the intersection of access, innovation, and community trust. Governed by an 11-member Board of Managers, JPS is committed to high-quality care, community well-being, and medical innovation, and it is a two-time recipient of the Gallup Exceptional Workplace Award, a global recognition for organizations that foster extraordinary workplace engagement, innovation, and performance.

JPS Health Network traces its origins to October 1877, when future Fort Worth mayor John Peter Smith donated five acres of land at what is now 1500 South Main Street for a community medical facility. A hospital affiliated with the Fort Worth Medical College opened in 1906, and in 1913 Tarrant County commissioners agreed to match city funding for a combined city-county hospital, which opened with 25 beds. Construction of a new 166-bed City-County Hospital began in 1938 on the land Smith had donated, and the facility served as the region's primary trauma center through the polio epidemic and beyond. The hospital was renamed John Peter Smith Hospital in 1954, and the Tarrant County Hospital District was established in 1959 to provide a dedicated funding structure for the organization.

Following decades of expansion through the 1970s and 1980s, JPS extended its footprint into the community through a network of health centers established across Tarrant County in the 1990s. Today, the Main Street campus has grown into a hospital licensed for 582 beds, supported by a five-story acute care Patient Care Pavilion, an outpatient care center, and a dedicated psychiatric services facility, continuing to serve Tarrant County's healthcare and access needs.

## 2025 Key Statistics

For additional information, please visit the [JPS Report to the Community](#)

*System: 582 bed hospital; 25+ clinics*

*Community Health Visits: 643,651*

*ED Visits: 149,399*

*Total Surgeries: 16,400*

*Languages Orally Translated: 206*

*Team Members: 7,200+*

*Nurses: 2,450+*

*Physicians: 580+*

*Medical Staff and APPs: 1,330+*

*Residents and Fellows: 250+*

*Source: JPS Health Network, About JPS [Facts and Figures](#)*

## Mission, Vision, and Values

### *Mission*

Transforming healthcare delivery for the communities we serve.

### *Vision*

To be a regional and national leader in improving the patient and family experience, improving the quality and outcomes of population health, and improving access to care.

### *Values*

Trust, Mutual Respect, Excellence, Integrity, Accountability, Teamwork.

## Awards and Recognitions

JPS Health Network has earned the trust of its patients, the validation of respected accrediting bodies, and recognition from professional and community organizations. From trauma care to stroke response and from nursing excellence to workplace culture, these honors reflect the organization's commitment to the highest standards of safety, quality, and performance.

### Reporting Structure

The Director, Healthcare Policy will report to JPS Health Network's Senior Vice President, Chief of Staff and External Affairs.

#### **Shannon D. Fletcher, MBA**

*SVP, Chief of Staff and External Affairs, JPS Health Network*

Shannon Fletcher leads External Affairs for JPS Health Network, overseeing community outreach, volunteer services, communications and marketing, and government affairs. She also leads special projects and strategic initiatives on behalf of the President and CEO.

Prior to joining JPS, Fletcher served as Chief of Staff for the Tarrant County Criminal District Attorney's Office, where she oversaw the office's non-legal operations. Earlier in her career, she held Executive Director roles with the Generation Hope Laptop Program and D.R.E.A.M. Alive, Incorporated. She also served as a lobbyist and Public Affairs Director for the National Multiple Society and previously worked in Texas House of Representatives.

Fletcher holds a BA in Biology and Government from the University of Texas at Austin, pursued further study in fundraising at Indiana University-Purdue University Indianapolis, and earned an MBA from Texas Christian University. She has been recognized by the Fort Worth Business Press as a "Great Woman of Texas" and among its "Top 40 Under 40."

### Position Summary

The Director, Healthcare Policy serves as a strategic leader responsible for advancing JPS Health Network's policy, regulatory, and advocacy priorities at the local, state, and federal levels. This role bridges healthcare operations, public policy, finance, and community impact to ensure JPS remains aligned with evolving healthcare regulations, reimbursement models, and legislative priorities. The Director leads the development, analysis, and execution of policy strategies that support JPS's mission to transform healthcare delivery for the communities it serves, while ensuring compliance, operational sustainability, and access to care for the residents of Tarrant County. This individual serves as a key advisor to executive leadership on healthcare policy trends, legislative developments, reimbursement changes, and regulatory risks impacting public safety-net health systems. The Director will collaborate closely with clinical, operational, legal, finance, compliance, and clinical teams to advance organizational priorities related to access, innovation, workforce, and financial sustainability. Additionally, they will

provide regular briefings to the CEO and periodic updates to the Board of Managers.

### Primary Duties and Responsibilities

- Develops, directs, and implements JPS's healthcare policy agenda at the federal, state, and local levels in alignment with organizational priorities.
- Analyzes pending legislation, regulatory proposals, and healthcare trends impacting public hospitals, academic medicine, behavioral health, trauma services, workforce, and Medicaid-funded systems.
- Translates complex policy developments into actionable recommendations for executive leadership and operational stakeholders.
- Assists with the oversight and development and implementation of organizational policies and procedures. Establishes departmental productivity and quality standards and measures performance against industry best practice benchmarks.
- Supports strategic initiatives related to healthcare access, workforce development, innovation, quality, and financial sustainability.
- Assists in developing organizational position statements, policy briefs, white papers, executive summaries, and legislative testimony.
- Serves as a liaison with lawmakers, regulatory agencies, healthcare associations, and community stakeholders.
- Supports advocacy efforts with organizations such as the Texas Hospital Association, Teaching Hospitals of Texas, the American Hospital Association, and regional healthcare coalitions.
- Coordinates policy engagement related to Medicaid, Medicare, supplemental payment programs, 340B, graduate medical education, trauma funding, behavioral health, and public hospital financing.
- Monitors and evaluates federal and state legislative sessions, agency rulemaking, and budget proposals, translating enacted legislation into organizational compliance action.
- Assists in preparing executive leadership and subject matter experts for meetings with elected officials and regulatory agencies.
- Monitors healthcare regulations and ensures organizational awareness of changes related to CMS, HIPAA, EMTALA, Joint Commission standards, state hospital regulations, and public health requirements.
- Collaborates with Legal, Compliance, Finance, Quality, and Operational leaders to assess organizational impact and implementation strategies.
- Identifies operational and financial risks associated with regulatory or reimbursement changes and recommends mitigation strategies.
- Supports organizational readiness for evolving healthcare payment and regulatory models.
- Conducts healthcare policy research and analyze reimbursement, utilization, and

- operational data to support evidence-based policy recommendations.
- Develops executive briefings, legislative updates, dashboards, presentations, and impact analyses.
- Prepares concise reports for executive leadership, Board of Managers, and governmental stakeholders regarding emerging healthcare policy issues.
- Evaluates healthcare trends related to health equity, public health, access to care, workforce shortages, and safety-net funding.
- Collaborates with internal departments and external partners to advance initiatives that improve patient outcomes and community health.
- Supports community engagement and coalition-building efforts that align with JPS strategic priorities.
- Participates in healthcare policy forums, workgroups, conferences, and advocacy meetings representing JPS Health Network.
- Fosters relationships with governmental agencies, healthcare partners, academic institutions, and community organizations.
- Prepares department operating budgets on an annual basis and monitors areas of responsibility for compliance within the current budget; develops cost estimates, forecasts, and expenditures to optimize rewards mix and ensures good governance and compliance processes.

### Candidate Qualifications

#### Education and Experience

- Bachelor's degree in public policy, health administration, political science, public health, or a related field required.
- Advanced degree (e.g., MPH, MPA, JD) preferred.
- Minimum of 5 (with advanced degree) or 7 (with bachelor's degree) years of experience within health policy, government relations, regulatory affairs, or legislative affairs within a hospital, health system, association, advocacy group, or governmental agency; experience within a large, complex public or safety-net health system is required.
- 3 years of progressive leadership experience in healthcare policy, government relations, legislative affairs, regulatory affairs, healthcare administration, or related field is required.
- Experience within a hospital system, public health organization, academic medical center, governmental agency, or healthcare association is preferred.
- Experience supporting executive leadership and cross-functional strategic initiatives is preferred.

### Knowledge, Skills and Abilities

- Working knowledge of Medicaid, Medicare, supplemental payment and reimbursement programs, 340B, graduate medical education, and other public hospital financing mechanisms.
- Knowledge of healthcare issues impacting public hospital districts and indigent care systems.
- Experience navigating state and/or federal legislative and regulatory processes; Texas legislative experience is preferred.
- Ability to prioritize multiple objectives in a rapidly changing environment and deliver quality outcomes.
- Comfort and credibility operating within a large, complex, and political organization environment.
- Demonstrated ability to build relationships with lawmakers, regulatory agencies, and community stakeholders.
- Ability to maintain a high level of confidentiality and professionalism when handling sensitive or personal information.
- Advanced and effective interpersonal, written and verbal communication, and presentation skills, including experience preparing policy briefs, testimony, and executive-level materials.
- A collaborative, assess-first mindset, with experience partnering across finance, legal, compliance, and clinical operations.
- Demonstrated ability to engage in positive, powerful diplomacy with individuals or groups with diverse opinions and/or agendas, leading to outcomes that meet identified goals.
- Willingness to work onsite in Fort Worth, TX, with regular travel to Austin and, at times, Washington, DC.

### Compensation

An attractive compensation, bonus, benefits, and relocation package will be offered commensurate with the candidate's experience. Additional benefits include 30 days of PTO (inclusive of holidays) and a 5% employer match on the retirement plan.

### Tarrant County & Fort Worth, Texas

Tarrant County, anchored by the City of Fort Worth, is one of the fastest-growing regions in the country, with a population of more than 2.2 million residents and continued gains driven by both natural growth and steady in-migration. Fort Worth itself is the fifth-largest city in Texas and among the 15 largest in the nation, with a diverse population of more than 960,000. Known nationally as "Cowtown," the city has built a reputation as a major economic engine for North Texas, built on aerospace and defense, transportation and logistics, and a growing base in healthcare, finance, and professional services. The region also benefits from no state personal income tax and a cost of living below that of many major U.S. metros.



*Historic Stockyards*

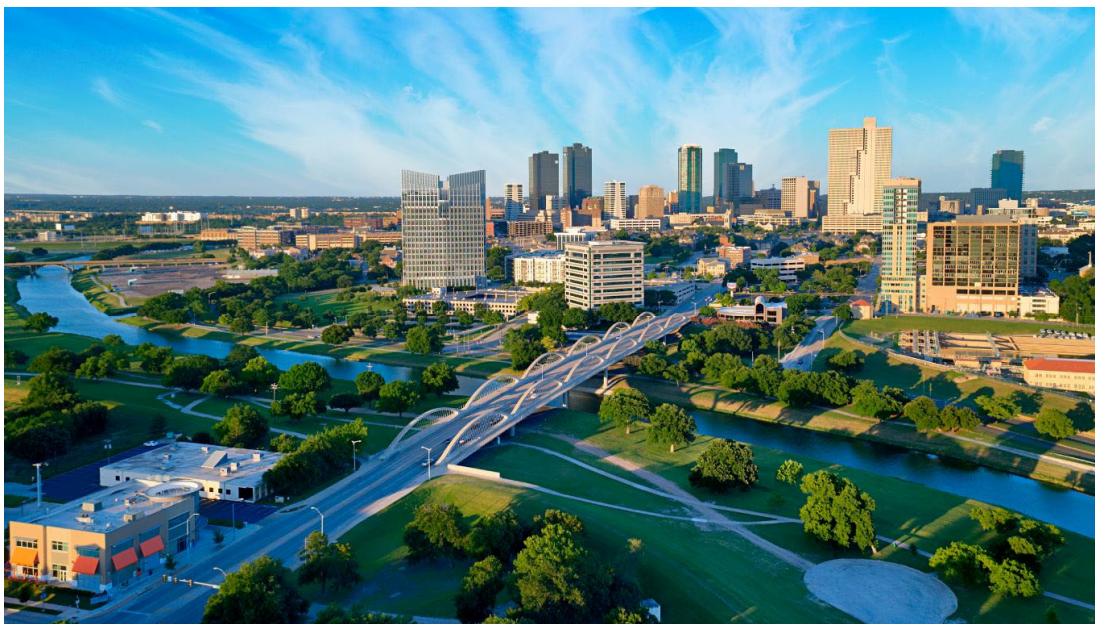


*Fort Worth Water Gardens*

Fort Worth is a city defined by its embrace of both frontier heritage and world-class culture. The Fort Worth Stockyards National Historic District preserves the city's cattle-trading legacy with a twice-daily longhorn cattle drive down brick-paved Exchange Avenue, alongside western shops, saloons, and rodeo tradition. A few miles away, the Cultural District brings together an unusual concentration of architecturally significant museums for a city of this size: the Kimbell Art Museum, the Modern Art Museum of Fort Worth, and the Amon Carter Museum of American Art, each designed by a Pritzker Prize-winning architect. Downtown, Sundance Square offers 35 walkable blocks of restaurants, shops, and entertainment centered on Bass Performance Hall, home to the Fort Worth Symphony, opera, and ballet. Outdoor life is equally accessible, with the Fort Worth Zoo consistently ranked among the nation's best, the Fort Worth Botanic Garden's 2,500 plant species, and more than 100 miles of Trinity Trails connecting the Stockyards, downtown, and the Zoo along the river.

The region is home to respected institutions of higher education, including Texas

Christian University, the University of Texas at Arlington, and Tarrant County College, supporting a strong talent pipeline and vibrant college-town energy around neighborhoods like TCU's campus district. Families are drawn to the area's combination of value and lifestyle: median home prices in Fort Worth run well below those in Dallas and many North Texas suburbs, while communities such as Keller, Southlake, and North Richland Hills offer highly rated school districts alongside larger lots and newer construction. Dallas-Fort Worth International Airport provides direct global connectivity, making both business travel and family visits easy from nearly anywhere in the country.



*Fort Worth*

With its blend of authentic Western character, nationally recognized arts and culture, strong economic fundamentals, and relative affordability, Fort Worth and Tarrant County offer a quality of life rarely found in a single place, and a community where new residents quickly feel at home.

## Contact

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