



Office of Human Resources
Executive Recruitment

2026

Chief Executive Officer Recruitment Profile

Oregon State Hospital

Table of Contents

Chief Executive Officer Recruitment Profile 1

 The Opportunity..... 3

 Why This Opportunity Matters..... 4

 The Environment: An Honest Look at the Work..... 4

 Leadership Scope and Organizational Support 5

 What We Need From the Next CEO 6

 First-Year Priorities 7

 How Success Will Be Measured..... 9

 The Selection Process..... 10

Lead a critical public institution. Strengthen a vital part of Oregon's behavioral health system. Deliver measurable results for patients, employees, and communities.

Oregon is seeking an accomplished, values-grounded hospital executive to lead Oregon State Hospital at a consequential moment. The next Chief Executive Officer (CEO) will have the authority and responsibility to strengthen patient and workforce safety, sustain regulatory excellence, build a high-performing leadership culture, and improve how the hospital connects with Oregon's behavioral health system.

This is a role for a visible and steady leader who can listen deeply, make difficult decisions, translate strategy into reliable execution, and earn trust through measurable results and transparent leadership.

As CEO, the leader will oversee one of Oregon's most complex public healthcare organizations and will be accountable for the hospital's overall performance, including quality of care and treatment, workforce stability, operational performance, financial stewardship, and public accountability.

This is not simply a hospital leadership position. The CEO will help shape how Oregon's public behavioral health system serves people with the most significant behavioral health needs, working across hospital operations, community behavioral health, courts, state government, and community partners to improve patient flow, transitions, access, and outcomes.

The next CEO will build on the work already underway at OSH while establishing a clear path toward sustained improvement.

The Opportunity

Oregon State Hospital is an integral part of Oregon's behavioral health system, providing hospital-level psychiatric care and treatment to individuals with significant behavioral health needs.

The CEO reports to the Director of the Oregon Health Authority and serves as a member of the OHA Director's Leadership Team. The CEO leads the OSH Executive Team and is responsible for setting organizational direction, establishing priorities, allocating resources, and ensuring accountability for results.

The role combines the responsibilities of a hospital executive, public-sector leader, organizational change leader, and senior member of the state's behavioral health leadership team.

Why This Opportunity Matters

Oregon State Hospital sits at the intersection of healthcare, behavioral health, public safety, government, and community. The decisions made by the CEO have direct consequences for patients, employees, families, communities, and the broader behavioral health system in Oregon.

The next CEO will help advance OHA's commitment to health equity and its goal of eliminating health inequities by 2030 while ensuring OSH provides safe, effective, person-centered, trauma-informed care and treatment. This is an opportunity for an executive who wants to lead meaningful organizational improvement in a complex public-serving environment—and who understands that sustainable improvement requires both urgency and discipline.

The Environment: An Honest Look at the Work

OSH is a complex organization operating in an environment where priorities can shift quickly and decisions may have significant consequences. The next CEO will inherit an organization with important strengths as well as significant challenges requiring sustained executive attention.

The CEO should expect to lead in an environment characterized by:

Complex Patient and Operational Needs

The hospital serves individuals with significant behavioral health needs within a highly structured and regulated environment. The CEO must balance patient-centered care and treatment with safety, security, operational requirements, and legal obligations.

Workforce and Organizational Culture

Building and sustaining a stable, engaged, accountable workforce will be a central leadership responsibility. The CEO will need to establish clear expectations while creating an environment where employees feel respected, supported, and able to raise concerns and identify risks.

Organizational Change

The organization is undertaking significant and ongoing improvement efforts. The next CEO will need to translate strategy into implementation, remove barriers, establish accountability, and sustain improvements over time.

Regulatory and Public Accountability

OSH operates under extensive state and federal requirements and must maintain readiness for regulatory oversight, including requirements associated with the Centers for Medicare & Medicaid Services (CMS), The Joint Commission, state licensing, and other applicable regulatory bodies.

Patient Flow and System Coordination

OSH does not operate in isolation. The CEO must work across the behavioral health continuum, including community behavioral health organizations, courts, legal partners, state government, and other key partners, to improve patient flow, transitions, access, and outcomes.

Public and Government Environment

The CEO operates in a highly visible public-sector environment. The role requires sound judgment, transparency, effective communication, and the ability to navigate complex organizational and governmental relationships.

Leadership Scope and Organizational Support

The CEO will operate under the general direction of the OHA Director and within applicable Oregon statutes, administrative rules, state policies, regulatory requirements, and delegated authority. In the current structure, the OHA Director also serves as the hospital’s Governing Board, and the CEO will need to ensure their OSH fiduciary and stewardship responsibilities incorporate that into their role.

The CEO will have responsibility for the overall leadership and management of OSH, including:	
Organizational direction and strategic priorities	
Executive team leadership	
Operational performance	

The CEO will have responsibility for the overall leadership and management of OSH, including:

Patient and staff safety

Quality and performance improvement

Workforce and personnel management

Financial and resource stewardship

Organizational structure and administrative functions

Regulatory readiness and compliance

External and internal relationships

High-level organizational initiatives and change efforts

The CEO will work closely with OHA Executive Leadership and have access to the broader resources and expertise of the Oregon Health Authority. The role also works across OHA and the broader state government enterprise to address issues that extend beyond hospital operations.

The CEO will be expected to surface risks early, communicate accurately about organizational performance, make timely decisions, and establish clear accountability throughout the organization.

The role requires productive working relationships with OHA Executive Leadership, the OSH Executive Team, patients and patient representatives, employees and frontline leaders, collective bargaining representatives, clinical and operational partners, community behavioral health organizations, courts and legal partners, regulatory and oversight organizations, state government partners, and community partners.

Success will require balancing these relationships with clear organizational priorities, sound judgment, and accountability.

What We Need From the Next CEO

The next CEO will bring a demonstrated record of leading complex organizations and producing measurable results.

We are seeking an executive who can:

- Lead with clarity and purpose through complexity, organizational change, and competing demands while maintaining focus on OSH's mission, patient and staff safety, and organizational values.
- Establish clear priorities and translate strategy into action, balancing operational detail with enterprise-level thinking and sound, evidence-informed judgment.
- Build trust, accountability, and performance by setting clear expectations, addressing difficult issues directly, and strengthening performance management.
- Lead and develop a cohesive, high-performing executive team, strengthening collaboration, accountability, and organizational leadership.
- Lead significant and sustained organizational change with steadiness, transparency, and meaningful engagement of employees and key partners.
- Strengthen workforce stability, employee engagement, and organizational culture, including through effective communication and productive relationships with employees and labor partners.
- Improve patient and staff safety, quality, and organizational outcomes, while maintaining strong regulatory and compliance performance in a highly regulated environment.
- Communicate candidly and transparently, particularly when circumstances are difficult, risks or challenges emerge, or difficult decisions must be made.
- Build and maintain productive relationships with employees, labor partners, patients, families, regulators, courts, community partners, and state leadership.
- Connect hospital operations to Oregon's broader behavioral health system and strengthen OSH's role within the continuum of care.
- Steward significant public resources responsibly, making thoughtful decisions that support OSH's mission and long-term sustainability.
- Lead with integrity, transparency, equity, and respect in all aspects of the role.

First-Year Priorities

The CEO will be expected to establish credibility, understand the organization, build relationships, and begin delivering measurable improvement early in the appointment.

The following priorities will guide the CEO's first year:

1. Carry Forward and Strengthen Organizational Direction and Performance

Advance the organizational priorities, performance-management work, and accountability structures already underway, while bringing a clear leadership perspective to their continued implementation and refinement.

The CEO will maintain a disciplined focus on measurable results, clear accountability, transparent reporting, and accurate understanding of organizational performance and emerging risks.

2. Strengthen Patient and Staff Safety, Quality, and Regulatory Readiness

Maintain an unwavering focus on patient and staff safety, quality care and treatment, regulatory compliance, and continuous improvement.

The CEO will ensure OSH remains prepared to meet applicable state and federal requirements and regulatory standards while identifying opportunities to strengthen safety and quality outcomes.

3. Strengthen the Executive Leadership Team

Continued mentorship and development of a cohesive, high-performing executive team with clear roles, decision rights, expectations, and accountability.

The CEO will establish an environment where executives work across organizational boundaries, address problems directly, and remain accountable for enterprise-level results rather than individual functions alone.

4. Improve Workforce Stability and Organizational Culture

Strengthen employee engagement, workforce stability, leadership development, and organizational culture.

The CEO will establish clear expectations and accountability while creating an environment in which employees can raise concerns, identify risks, contribute ideas, and participate meaningfully in organizational improvement.

5. Advance Patient Flow and System Coordination

Strengthen OSH's role within Oregon's behavioral health system and improve coordination with community behavioral health organizations, courts, legal partners, state government, and other key partners.

The goal is to improve patient flow, transitions, access, and outcomes across the system.

6. Drive Sustained Organizational Improvement

Translate existing strategies and improvement efforts into measurable, sustainable results.

The CEO will identify barriers to progress, establish clear ownership, monitor implementation, and ensure that improvements are sustained rather than treated as short-term initiatives.

7. Strengthen Transparency, Accountability, and Public Trust

Establish a culture of candid communication and responsible public stewardship.

The CEO will communicate clearly about organizational performance, acknowledge challenges, surface risks early, and demonstrate accountability for results.

How Success Will Be Measured

Success will be evaluated through measurable improvements in the areas most critical to OSH's mission and performance.

Measures will include, as appropriate:

Patient and Staff Safety

- Safety indicators
- Quality measures
- Patient outcomes
- Staff safety indicators

Patient Flow and Operations

- Patient flow
- Length of stay
- Timeliness of transitions
- Operational performance
- Performance improvement measures

Workforce

- Workforce stability
- Vacancy and turnover
- Employee engagement
- Leadership performance and development
- Organizational culture indicators

Regulatory and Compliance

- Regulatory readiness
- Compliance performance
- Corrective action and improvement efforts

Financial and Resource Stewardship

- Budget performance
- Resource utilization
- Financial accountability
- Efficiency and cost-management opportunities

Organizational Performance

- Progress against established strategic priorities
- Executive accountability
- Cross-functional performance
- Sustained improvement

Relationships and Experience

- Patient experience
- Employee experience
- Key partner relationships
- Communication and transparency

The Selection Process

OHA Executive Recruitment will conduct a structured, multi-stage selection process designed to assess candidates against the leadership requirements of the position.

Stage 1: Application and Screening

Candidates will participate in the formal Oregon state recruitment process and will be evaluated based on the leadership experience, capabilities, and qualifications most important to success in the role.

Stage 2: Initial Executive Interview

Approximately 8–10 candidates will participate in structured virtual interviews focused on the leadership experience and capabilities most important to success at Oregon State Hospital.

Stage 3: Final Executive Interview

Approximately 2–3 candidates will advance to final interviews with designated OHA and other executive representatives, as appropriate.

Stage 4: References and Due Diligence

Reference checks and appropriate due diligence will be completed for the preferred finalist(s) to inform the final selection decision.

The selection process is designed to provide multiple opportunities to assess each candidate's leadership experience, capabilities, judgment, and alignment with the needs of Oregon State Hospital.

Help shape the next chapter of Oregon State Hospital—and the future of behavioral health in Oregon.

Questions About the Opportunity?

Contact:

See Eun Kim

Talent Acquisition Consultant

Oregon Health Authority

Email: See-Eun.Kim@oha.oregon.gov

