



or redistribution of resources and power; and recognizing, reconciling, and rectifying historical and contemporary injustices.” OHA’s 10-year goal is to eliminate health inequities.

Oregon State Hospital (OSH), a Joint Commission and CMS certified public psychiatric hospital, provides psychiatric hospital services and patient treatment services to persons committed by the Oregon courts as part of the state mental health system. The Oregon State Hospital is the largest division of OHA with over 2,700 positions across the hospital.

This position is a key part of Oregon State Hospital's strategic branch, reporting directly to the Deputy Superintendent. The Deputy Superintendent’s department is responsible for implementing the Superintendent’s strategic priorities by evaluating risks and developing systems-level, cross-department strategies for the effective and efficient management of hospital operations. The department is responsible for developing legislative strategies to improve systems of care delivery inside and outside of the hospital, managing the portfolio of projects and initiatives across all disciplines and operations, and maintaining effective systems of governance and oversight by the hospital’s statutorily-required Governing Body.

The department includes the director of Organizational Strategy and Development, which oversees the hospital’s portfolio of projects, initiatives and performance improvement activities; the Government and Legal Affairs team, responsible for legislative strategy, engagement with local government partners, and legal compliance; and the Design and Implementation team, which develops and deploys systems and tools to support knowledge management, and designs hospital projects and initiatives to manage and mitigate organization-wide risks.

**b. Describe the primary purpose of this position, and how it functions within this program. Complete this statement. The primary purpose of this position is to:**

The primary purpose of this position is to act as an operations and policy advisor to executive leadership and management in the design and implementation of projects emerging from the hospital’s long-range strategic plan. This position translates strategic priorities into actionable initiatives, implementation plans, and future-state operating models that support sustained organizational transformation.

The position evaluates current operations, researches trends and best practices, analyzes organizational needs, and formulates recommendations to guide long-range strategy execution. It develops implementation frameworks, operating models, policies, procedures, and systems that align hospital operations with strategic priorities and desired future state outcomes. The role is focused on long-range strategy execution and organizational transformation rather than governance administration or day-to-day project coordination.

**SECTION 3. DESCRIPTION OF DUTIES**

List the major duties of the position. State the percentage of time for each duty. Mark “N” for new duties, “R” for revised duties or “NC” for no change in duties. Indicate whether the duty is an “Essential” (E) or “Non-Essential” (NE) function.

*Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit “Enter”.*

% of Time	N/R/NC	E/NE	DUTIES
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35%	E	<p><b>Strategic Plan Analysis, Initiative Design, and Future-State Development</b></p> <p>Serve as the hospital’s operations and policy analyst for long-range strategy execution and transformation planning.</p> <ul style="list-style-type: none"> <li>Analyze the hospital’s long-range strategic plan, strategic priorities, operating challenges, and organizational opportunities to identify initiatives required to achieve desired future-state outcomes.</li> <li>Research, evaluate, and apply best practices, operational models, organizational trends, and transformation strategies relevant to hospital operations and long-range planning.</li> <li>Translate strategic priorities into actionable initiatives, implementation frameworks, future-state concepts, and operating model recommendations.</li> <li>Evaluate current-state operations, structures, workflows, and systems to identify gaps between present conditions and desired future-state performance.</li> <li>Formulate and develop recommendations for future-state operating models, implementation approaches, role alignment, sequencing, and resource considerations that support sustained transformation.</li> <li>Develop planning tools, frameworks, roadmaps, and decision-support materials that guide leadership in long-range strategy execution.</li> <li>Analyze the operational impact of strategic initiatives and recommend approaches that align with organizational priorities, leadership direction, and desired system outcomes.</li> <li>Develop systems, procedures, and planning methods that improve the hospital’s ability to move from strategic vision to operational implementation.</li> </ul>
35%	E	<p><b>Strategic Implementation Leadership and Execution of Transformation Initiatives</b></p> <p>Lead cross-functional implementation of strategic initiatives that advance long-range hospital priorities.</p> <ul style="list-style-type: none"> <li>Lead and coordinate implementation of strategic initiatives approved through the hospital’s long-range strategic planning process.</li> <li>Develop and manage strategic implementation plans that define objectives, milestones, dependencies, sequencing, decision points, and measures of success.</li> <li>Coordinate cross-divisional and interdisciplinary work needed to operationalize strategic priorities and move initiatives from concept to implementation.</li> <li>Guide leaders and stakeholders in translating strategic direction into practical operational changes,</li> </ul>

			<p>implementation steps, and sustainable business processes.</p> <ul style="list-style-type: none"> <li>• Lead design and implementation of future-state operating approaches, including workflows, structures, processes, communication pathways, and accountability methods needed to support transformation.</li> <li>• Identify implementation barriers, operational risks, and organizational change impacts; develop mitigation strategies and recommend adjustments to improve execution success.</li> <li>• Facilitate strategic planning sessions, design workshops, implementation meetings, and cross-functional workgroups related to long-range transformation efforts.</li> <li>• Monitor implementation progress and recommend course corrections to maintain alignment with strategic intent and desired future-state outcomes.</li> <li>• Support integration of multiple strategic initiatives to ensure work is sequenced appropriately and aligned across programs, departments, and leadership structures.</li> </ul>
25%		E	<p><b>Executive Consultation, Strategic Reporting, and Continuous Improvement</b></p> <p>Provide executive-level consultation and reporting on long-range strategy execution and organizational transformation.</p> <ul style="list-style-type: none"> <li>• Advise executive leadership on strategic implementation options, transformation risks, organizational impacts, and opportunities to improve long-range execution success.</li> <li>• Prepare analyses, reports, executive briefings, roadmaps, summaries, and recommendations regarding strategic priorities, implementation progress, barriers, and outcomes.</li> <li>• Evaluate effectiveness of strategic initiatives and future-state implementation efforts using qualitative and quantitative information.</li> <li>• Recommend policy, process, system, or operating model changes needed to support long-range strategic goals and sustain transformation over time.</li> <li>• Develop measures, indicators, and reporting methods that help leadership monitor strategic implementation and assess progress toward future-state objectives.</li> <li>• Make independent judgments and recommendations related to strategy execution, initiative sequencing, operational alignment, and transformation readiness, and communicate those judgments to leadership.</li> </ul>

			<ul style="list-style-type: none"> <li>• Support leadership in revising priorities, implementation approaches, or resource alignment based on strategic findings and organizational needs.</li> <li>• Promote continuous improvement in the hospital's strategic execution methods, planning structures, and transformation capabilities.</li> </ul>
5%		NE	<b>Other duties as assigned</b>
Ongoing		E	<b>Cultural Competence / Cultural Responsiveness</b> <ul style="list-style-type: none"> <li>• Consistently treat patients and co-workers with dignity and respect.</li> <li>• Use a culturally diverse approach in all interventions.</li> <li>• Demonstrate sensitivity to cultural difference among caregivers, patients, and their families.</li> <li>• Demonstrate recognition and appreciation of the value of individual and cultural differences.</li> <li>• Assure that service delivery is provided in a culturally competent way, including availability of printed materials in alternative languages and/or formats and use of appropriate interpretive services for patients and their families or guardians.</li> <li>• Utilize hospital resources for assistance with service delivery issues</li> </ul>
Ongoing		E	<b>Core Values</b> <ul style="list-style-type: none"> <li>• Demonstrate awareness, understanding, and alignment with OHA core values of service excellence, leadership, integrity, health equity, partnership, innovation, and transparency, and OSH core values in promoting safety, inspiring hope, and supporting recovery.</li> </ul>

## SECTION 4. WORKING CONDITIONS

**Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.**

This position is performed in a professional office environment within a state psychiatric hospital setting. Work involves prolonged periods at a computer, reviewing detailed documents, and participating in meetings requiring sustained concentration and attention to detail.

- Physical Demands: Extended screen time, frequent use of keyboard/mouse, and occasional lifting of files or meeting materials (up to 20 lbs).

- Sensory Demands: Requires active listening, synthesizing complex verbal and written information, and preparing clear communication for executive audiences.

- Environmental Demands: Work occurs primarily in an office setting with occasional presence on patient-care units to gather feedback or observe workflows. These visits may involve exposure to high-stress clinical environments, behavioral health crises, or other hospital operational challenges.
- Frequency: Office-based work daily; exposure to patient-care environments approximately weekly to monthly, depending on project needs.

## SECTION 5. GUIDELINES

**a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures:**

- State and federal laws, including Oregon Administrative Rules (OARs), HIPAA, CMS conditions of participation, and Joint Commission standards.
- Oregon Health Authority (OHA) and Oregon State Hospital (OSH) policies, administrative directives, and desk manuals.
- Strategic planning frameworks such as the OSH 30-Day Plan and Portfolio Management Office (PMO) protocols.
- State of Oregon procurement, contracting, and budgeting guidelines.
- Executive Team directives, meeting structures, and established reporting protocols.

**b. How are these guidelines used?**

The incumbent applies these guidelines to ensure compliance with regulatory requirements, align project deliverables with hospital policy, and maintain consistency across executive-level initiatives. Guidelines are interpreted to develop project scopes, create workflows, ensure lawful handling of sensitive information, and provide accurate reporting to the Deputy Superintendent and Senior Leadership Team. The employee exercises independent judgment when existing guidelines do not fully address emerging or complex issues, recommending updates or new procedures when necessary.

## SECTION 6. WORK CONTACTS

**With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact? When applicable, please identify contacts that might be virtual/ in-person, or both.**

*Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".*

Who Contacted	How	Purpose	How Often?
Deputy Superintendent	In-person, virtual meetings, email	Receive assignments, provide updates, seek guidance	Daily
Superintendent	In-person, virtual meetings, email	Provide project updates, coordinate alignment with organizational priorities	Weekly
Portfolio Management Office (PMO)	Virtual meetings, Teams, email	Coordinate project intake, reporting, and alignment with PMO standards	Weekly

Senior Leadership Team Members	Meetings (in-person/virtual), email	Gather input, present proposals, facilitate decision-making	Weekly to Monthly
Unit and Program Managers	In-person meetings, site visits, email	Collect operational data, validate workflows, ensure practical feasibility of projects	Weekly
Frontline Staff (nursing, DSA, therapists, social work, etc.)	Focus groups, listening sessions, surveys	Obtain feedback, identify barriers, improve communication loops	Monthly
State and OHA Policy/Finance Staff	Email, virtual meetings	Align with budget, policy, and reporting requirements	Monthly or as needed
External Auditors/Regulatory Agencies (CMS, Joint Commission)	Written communication, scheduled meetings	Provide documentation, support compliance reviews	Annually or as needed
Union Representatives	Meetings, email	Clarify impacts of initiatives, ensure labor considerations are addressed	As needed

## SECTION 7. POSITION-RELATED DECISION MAKING

### Describe the typical decisions of this position. Explain the direct effect of these decisions:

This position exercises independent judgment in evaluating policies and programs for efficacy, interpreting guidelines, and advising the Deputy Superintendent and other executives. Typical decisions include:

- Risk identification and escalation: Determining which issues require executive attention, which can be resolved at the operational level, and how to sequence work when there are competing priorities.
- Policy and regulatory interpretation: Deciding how existing regulations, hospital policies, or PMO standards apply to emerging issues, and recommending adjustments or new procedures when gaps are identified.
- Data analysis and synthesis of multiple sources of information that may be ambiguous: Selecting appropriate data based on validity, analyzing, and presenting data in a way that informs executive decision-making while reducing unnecessary complexity.
- Partner Engagement: Determining appropriate methods and frequency for gathering feedback from staff, managers, and external partners to ensure inclusive and accurate input into executive-level decisions.

#### Direct Effect of These Decisions:

The decisions made in this position directly influence how executive leadership prioritizes large-scale operational changes, sets strategic priorities, allocates resources, and manages strategic initiatives. Sound judgment by the incumbent ensures initiatives and projects remain compliant with state and federal regulations, aligned with strategic goals, and responsive to staff and patient needs.

## SECTION 8. REVIEW OF WORK

### Who reviews the work of the position?

*Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".*

Classification Title	Position Number	How	How Often	Purpose of Review
Deputy Superintendent	[Position #]	In-person meetings, email, review of deliverables, and project updates	Weekly and as needed	Ensure alignment with hospital priorities, validate accuracy of data and recommendations, and provide strategic guidance

## SECTION 9. OVERSIGHT FUNCTIONS

- a. How many employees are directly supervised by this position? 0
- How many employees are supervised through a subordinate supervisor? 0
- b. Which of the following activities does this position do?
- |  |   |
|--|---|
| <input type="checkbox"/> Plan work               | <input type="checkbox"/> Coordinates schedules                      |
| <input type="checkbox"/> Assigns work            | <input type="checkbox"/> Hires and discharges                       |
| <input type="checkbox"/> Approves work           | <input type="checkbox"/> Recommends hiring                          |
| <input type="checkbox"/> Responds to grievances  | <input type="checkbox"/> Gives input for performance evaluations    |
| <input type="checkbox"/> Disciplines and rewards | <input type="checkbox"/> Prepares and signs performance evaluations |

## SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

**ADDITIONAL REQUIREMENTS:** List any knowledge and skills needed at time of hire that are not already required in the classification specification.

**All positions in OHA require a Criminal Background Check and an Abuse/Neglect Check. Fingerprints may be required.**

- Strong knowledge of project management principles, including scoping, planning, and execution of cross-departmental initiatives.
- Understanding of state and federal regulatory frameworks relevant to psychiatric hospitals (CMS, Joint Commission, OARs, HIPAA).
- Advanced skill in synthesizing complex information into concise reports, visuals, and recommendations for executive decision-making.
- Ability to facilitate cross-functional meetings, focus groups, and listening sessions to capture diverse input.

