



STATE OF OREGON
Oregon Health Authority (OHA)
POSITION DESCRIPTION

Position Revised Date:
4/27/2026

Agency: Oregon Health Authority

Division: Oregon State Hospital

☐ New ☒ Revised

This position is:

- ☐ Classified
☐ Unclassified
☐ Executive Service
☒ Mgmt Svc – Supervisory
☐ Mgmt Svc – Managerial
☐ Mgmt Svc – Confidential

SECTION 1. POSITION INFORMATION

- a. Classification Title: Health Policy and Program Administrator 1
- b. Classification No: 7332 c. Effective Date: _____
- d. Position No: 000000029061_1014038
- e. Working Title: Director of Organizational Strategy and Development
- f. Agency No: 44300
- g. Section Title: Oregon State Hospital Administration
- h. Employee Name: Vacant
- i. Work Location (City — County): Marion
- j. Supervisor Name: OSH Deputy Superintendent
- k. Position: ☒ Permanent ☐ Seasonal ☐ Limited Duration ☐ Academic Year
☒ Full-Time ☐ Part-Time ☐ Intermittent ☐ Job Share
- l. FLSA: ☒ Exempt If Exempt: ☒ Executive ☐ Professional ☐ Administrative
☐ Non-Exempt
- m. Eligible for Overtime: ☐ Yes ☒ No

SECTION 2. PROGRAM AND POSITION INFORMATION

- a. Describe the program in which this position exists. Include program purpose, who's affected, size and scope. Include relationship to agency mission.

Oregon Health Authority's (OHA) health equity definition is "Oregon will have established a health system that creates equity when all people can reach their full potential and well-being and are not disadvantaged by their race, ethnicity, language, disability, age, gender, gender identity, sexual orientation, social class, intersections among these communities or identities, or other socially determined circumstances. Achieving health equity requires the ongoing collaboration of all regions and sectors of the state, including tribal governments to address: the equitable distribution

or redistribution of resources and power; and recognizing, reconciling, and rectifying historical and contemporary injustices.”

OHA Vision: A healthy Oregon.

OHA Mission: Ensuring all people and communities can achieve optimum physical, mental, and social well-being through partnerships, prevention, and access to quality, affordable health care.

OHA’s single overarching goal is to eliminate health inequity in Oregon by 2030.

OHA Core Values: Health Equity, Service Excellence, Integrity, Leadership, Partnership, Innovation, and Transparency.

Oregon State Hospital (OSH) is a Joint Commission-accredited and CMS-certified public psychiatric hospital which provides services on two campuses to persons committed by the Oregon courts as part of the state behavioral health system.

OSH Vision: We are a psychiatric hospital that inspires hope, promotes safety, and supports recovery for all.

OSH Mission: to provide therapeutic, evidence-based, patient-centered treatment focusing on recovery and community reintegration, all in a safe environment.

OSH Values: Humanity, Equity, Wellness, Partnership, Transparency, Performance Excellence.

This position reports to the Oregon State Hospital Deputy Superintendent and oversees teams responsible for the management of the hospital’s portfolio of projects, the redesign and implementation of strategic initiatives that support the hospital’s ability to achieve its long-range strategic goal of transforming into a forensic psychiatric hospital.

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 Director of Organizational Strategy and Development will provide a critical link between OHA and OSH’s strategic vision to transform OSH into a purpose-driven forensic psychiatric hospital delivering safe, specialized, evidence-based care that meets court mandated timelines and improves long-term outcomes for patients while protecting caregivers and the public. This position is expected to provide high level subject matter expertise, guidance and direction for innovative and transformative OSH policy and programs. This position provides senior-level strategic leadership responsible for translating executive direction and long-range organizational vision into defined Oregon State Hospital initiatives. This position provides direction and oversight to a team of policy analysts, advisors, and project managers to lead, inform, and implement the strategic transformation of the Oregon State Hospital into a high-functioning forensic psychiatric hospital. The role oversees multiple teams across four major areas: policy and strategy development, large-scale project execution, hospital operations governance, and executive-level reporting. This position operates at a systems level, designing the conceptual architecture for large-scale initiatives that impact multiple divisions, operations, and external agency partners.

This position is responsible for directing the policies, operations, and resources necessary to advance OSH into a medically and behaviorally acute hospital. The role evaluates, enhances, and

implements safety standards, treatment quality, workforce readiness, and organizational accountability in alignment with requirements established by the Centers for Medicare & Medicaid Services, the Joint Commission, court mandates, and applicable state and federal regulations. This position formulates, directs and implements changes to hospital policies to achieve long-range strategic goals related to patient care and treatment, the admission and discharge of patients within court-ordered timeframes, the delivery of competency restoration treatment, the efficient completion of forensic evaluations, the integration with external system partners such as legal, health care, and mental health service providers. The position advises executive leadership on initiative feasibility, sequencing, risk exposure, and strategic alignment. This role ensures strategic priorities are converted into actionable initiative frameworks with defined scope, intended outcomes, and measurable performance expectations.

This position oversees the full portfolio of policy initiatives and cross-departmental implementation projects that drive changes to hospital operations, policies, processes, and resource allocation. The role leads comprehensive risk management and escalation processes; ensures consistent reporting on project status, risks, and resource utilization; manages project governance structures; develops project proposals based on leadership intake; and directs all phases of the project lifecycle from initiation through completion.

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
35%		E	Enterprise Strategy Translation Under the direction of the Deputy Superintendent, the Director of Organizational Strategy and Development leads the agency’s strategic planning efforts and drives initiatives that enhance organizational effectiveness, workforce capability, and long-term sustainability. • Lead, translate and determine strategic goals and future-state vision into structured initiative concepts, including goals, policy changes, expectations for staff, programs, and policies. • Identify system interdependencies and enterprise impacts to conceptual models and make recommendations for how to mitigate risk. • Develop strategies, policy and programmatic frameworks that support the infrastructure and design needed for system transformation across OSH’s • Partner with leaders across the hospital to provide consultation and information to develop or recommend project opportunities to address emerging departmental needs, aligned with OSH strategic vision.

			• Coordinate across and collaborate with divisions, agencies, partners and external partners such as courts, community partners, and local health partners to develop policies and strategies and to inform the work and priorities of the project. • Define intended outcomes, success measures, and risk considerations. • Align initiative design with legislative, regulatory, and operational constraints. • Partner with appropriate federal agencies including CMS and Joint Commission, to monitor, coordinate, and lead any necessary changes to hospital policies to support OSH's health and operational system transformation.
30%		E	Initiative Design and Governance Design and implement change management strategies to support organizational transformation and high-quality service delivery. • Provide strategic direction for PMO resources, including staffing, budget, and tools, ensuring effective and efficient utilization and allocation. • Establish governance structures for large initiatives. • Conduct organizational assessments and recommend structural or process changes. • Define decision rights, escalation pathways, and accountability models to ensure risks are appropriately managed. • Advise leadership on sequencing and portfolio prioritization to achieve maximum organizational impact and efficient use of agency resources. • Ensure initiatives are appropriately scoped and aligned with executive leadership goals before transition to planning. • Direct cross-department hospital resources to execute initiatives. • Provide oversight and direction of hospital projects to ensure compliance with licensing, Joint Commission accreditation (TJC), and certification standards through the Centers for Medicare and Medicaid Services (CMS). • Ensure overall sustainability of the project and project team, adequate staffing and appropriate resources.
20%		E	• Executive Advisory and Systems Integration • Serve as a strategic advisor to executive hospital and agency leadership and provide analysis and strategic recommendations to executive leadership.

			• Build and maintain relationships with internal and external departments, agency, and community partners to support strategic initiatives. • Represent the agency in interagency planning efforts, collaborations, public forums, and community outreach. • Provides effective leadership which inspires, motivates, and guides employees toward goal accomplishment and provides effective oversight to achieve the mission, vision, and values of Oregon State Hospital and Oregon Health Authority. • Evaluate how external system drivers (legal, policy, fiscal, regulatory) impact initiative design. • Ensure integration across policy analysis, program and performance evaluation, and initiative implementation functions.
15%		E	Supervision and Leadership • Provide strategic direction for PMO resources, including staffing, budget, and tools, ensuring effective and efficient utilization and allocation. • Supervise and develop BOM2 and BOM3, establish performance expectations and ensure alignment with enterprise priorities. • Mentor managers in systems thinking and enterprise alignment. • In collaboration with hospital senior leadership and the education department, promote a culture of learning, innovation, and employee engagement. • Collaborate with HR, hospital senior leadership, and department leaders to develop strategies to enhance employee engagement, morale, and retention. • Oversee and direct report development, including review and editing of reports, legislative documents, and other significant work products, recommendations, proposals, rules and procedures. • Oversee the design and development of leadership and mentoring programs. Facilitate teamwork and promote professional development • Conduct performance evaluations and provide on-going feedback to support professional development of all staff and to ensure each staff is contributing to quality work products as well as effective team communications. • Support staff in the coordination and balance of priority projects and ensure all products reflect a high degree of professionalism

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.

Position requires the incumbent to work a professional work week where the hours of work may fluctuate on a daily or weekly basis. Work is primarily conducted in an office complex but includes time in public and high security settings and may include telework. Extensive use of computers and telephones is required. Position is subject to fluctuating workloads and priorities including highly complex, sensitive, confidential and/or political issues. Safety and support consideration includes contact with individuals experiencing altered mental and/or emotional states who may act out verbally or physically to establish personal safety. Local and in-state travel is required, particularly travel to both campuses.

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:

Oregon Administrative Rules, Oregon Revised Statutes, Oregon Health Authority & Department of Administrative Services policies, and procedures
Joint Commission standards for inpatient psychiatric hospital and residential behavioral health services
Hospital and state licensing standards for inpatient and residential services
Center for Medicare/Medicaid Services standards and policies
Collective Bargaining Agreements
Code of Federal Regulations
HIPAA
Oregon State Hospital policies and procedures
Oregon Health Authority Equity Advancement Plan
Culturally and Linguistically Appropriate Services (CLAS) standards
REALD (Race, Ethnicity, Language and Disability) data collection standards REALD (Race, Ethnicity, Language and Disability) data collection standards

b. How are these guidelines used?

This position will use these guidelines to develop, update, and implement policies impacting complex hospital and statewide issues. The position provides valuable analysis which will enable top management to make policy decisions of far-reaching consequences (e.g., OHA - and statewide). Guidelines provide structure and guidance for performing the job, which entails considerable judgment and independent reasoning. These guidelines are used to identify the requirements, constraints or barriers related to areas under study to understand how health policy must be shaped to gain compliance and recommended transformation strategies; to identify areas requiring legislative change and/or to identify areas that require other regulatory action to allow implementation of proposed options.

Laws, rules, regulations, standards, guidelines, policies, and procedures provide a general framework for carrying out the duties of this position; program development/management, hospital

governance and daily operations. Interpretation, judgment, implementation, monitoring, and compliance is required.

SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

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?
OSH Deputy Superintendent	In person/Phone/writing/video	Exchange information/provide reports and updates/seek consultation and problem-solve	Daily, As needed.
OSH Executive Team Members	In person/Phone/writing/video	Exchange information/provide reports and updates. Assess needs, establish priorities, problem-solve, remove barriers, clarify direction, make decisions, receive report outs	Daily, As needed.
OSH Staff and Managers	In person/phone/writing/video	Respond to inquiries, share information, provide guidance, establish/maintain relationships, and trust.	Daily As needed.
OSH Patients	In person/writing	Respond to inquiries, share information, provide guidance, establish/maintain relationships, and trust.	As needed.
SEIU AFSCME – RN	In person/video/writing/phone	Labor and Management Meetings: Exchange information/provide reports/respond to inquiries, problem-solve	As needed.
DOJ Consultants	Phone/video/writing/In person	Exchange information/provide reports/seek consultation and problem-solve	As needed.
Other state agencies	Phone/In person/writing/video	Exchange information/provide reports/respond to inquiries	As needed

SECTION 7. POSITION-RELATED DECISION MAKING

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

This position plans, schedules, assigns and carries out major hospital projects. The employee decides whether to broaden or narrow the scope of projects or studies. Findings and recommendations are normally accepted without significant change. This position is responsible for keeping informed of the progress of related projects and/or research activities within and external to OHA and OSH. The position must often choose from among concurrent projects and/or research activities and identify those that have high priority to the Oregon Health Authority, the Oregon State Hospital, the Governor's office, and others that play a significant role in health care policy. Decisions and policy formulation generally relate to overall hospital operations and performance, utilization of program resources, personnel management, productivity, the health and safety of patients and staff, and public perception. Poor decisions could result in psychological harm, serious injury to patients and/or staff, fiscal insolvency, reputational harm and/or indefensible liability exposure.

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 OSH (Business Operations Administrator 2)	00000011185; 1030470	In person meetings, phone, video and review of written reports and performance reviews.	As needed/ monthly	Alignment with strategic goals, assessment of risks, impact to hospital reputation or partnerships.

SECTION 9. OVERSIGHT FUNCTIONS

a. How many employees are directly supervised by this position? 3

How many employees are supervised through a subordinate supervisor? 15

b. Which of the following activities does this position do?

- | | |
|---|--|
| ☒ Plan work | ☒ Coordinates schedules |
| ☒ Assigns work | ☒ Hires and discharges |
| ☒ Approves work | ☒ Recommends hiring |
| ☒ Responds to grievances | ☒ Gives input for performance evaluations |
| ☒ Disciplines and rewards | ☒ 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.

- Systems and enterprise thinking
- Strategic synthesis
- Executive-level communication
- Political and organizational awareness
- Complex problem structuring

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

* Because the Junction City campus can only be reached by vehicle, the incumbent must have a valid driver's license or alternate means of transportation.

* Must be able to flex hours or work additional shifts when necessary to complete time sensitive projects or ensure the safe and efficient operation of the facility.

BUDGET AUTHORITY: If this position has authority to commit agency operating money, indicate the following:

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

Operating Area	Biennial Amount (\$00,000.00)	Fund Type
	\$	General Fund

SECTION 11. ORGANIZATIONAL CHART

Attach a current organizational chart. Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, employee name and position number.

SECTION 12. SIGNATURES

Employee Signature

Date

Supervisor Signature

Date

Appointing Authority Signature

Date