

July 17th, 2023

David Baden, Director  
Oregon Health Authority  
500 Summer St NE  
Salem, OR 97301

Hello David,

I write today to inform you of my immediate resignation from my position of Program and Implementation Manager for the Measure 110 Program. My working experience with the Oregon Health Authority has been one of the worst and most disheartening experiences of my life, however I have persisted because this program, the services it funds, and the mental health paradigm changes it facilitates are deeply important to Oregonians and our entire country.

As you are already aware, during my time managing the Measure 110 Program, OHA leadership was maliciously negligent in its lack of support for program implementation and operations. OHA leadership disregarded and ignored my repeated, direct, and clear written and verbal requests for appropriate assistance, staffing, and resources. I was given no authority to hire the staff I needed, despite having more than adequate program funding to do so. I was required to work 90+ hours a week for many months to prevent the program from falling apart. Even after it was determined that the program needed 30 internal staff and 45 total staff to function, I was not given sufficient position authority to hire the team we needed to run the program. I had at most 7 internal staff who also worked well beyond a healthy limit to support the program, and experienced burnout, exhaustion and demoralization.

I worked through physical injury because, due to mounting evidence of a complete lack of OHA support for the program, I could not trust OHA to maintain the integrity of this voter led and community elected ballot initiative. Instead of allowing me to hire permanent, in-state, union-represented employees in a timely manner to build relationships with our grantees, OHA leaders opted to wait until emergency measures required the misuse of all available program salary funds on temporary, unrepresented, out of state staff who have no contact with the public and cannot provide the basic support required for the appropriate operations of the behavioral health resource network grantees.

When I reached out to our community partners to inform them that we would not be able to meet deadlines due to our understaffing and under-resourcing, OHA leaders retaliated, restricting me from any further communications with any external stakeholders or community partners, and refusing to allow any transparent or consistent communication with those we were trying to serve. This damaged relationships with our community partners, put many of our partners' programs and community services at risk, and created a poor public image of the Measure 110 program, further jeopardizing its success.

I witnessed OHA leaders denigrate oversight and accountability council members and community leaders in private meetings, willfully design the Measure 110 funding, data collection, and communications procedures for failure against the advice of all program staff and external advisory councils, hold meetings to discuss how best to obscure important and time sensitive information from the council and the public against the advice of DOJ, and attempt to manipulate the council to make decisions the OHA favored. I personally experienced sexual and disability harassment, transphobia, intimidation, silencing, and retaliation from OHA leadership on numerous occasions.

I filed reports in July of 2022 with HR about my experiences and the malicious negligence I witnessed, but I learned that OHA did not follow policy and procedure, obscuring my reports from the Equity and Inclusion Division's (EID) Civil Rights Complaint Process. When I was finally rendered unable to continue working due to repetitive stress injuries, psychological trauma, and moral injury, I took medical leave in August of 2022. The physical injuries I incurred from impossible hours and repetitive stress have rendered me physically unable to perform the work required to maintain the program, or any other full time employment, and have required over a year of treatment to manage.

I have attempted to find resolution and repair for my concerns with the mismanagement of Measure 110 in a multitude of confidential ways in an effort to protect the services Measure 110 provides the community. I have filed grievances and opened cases with the Bureau of Labor and Industry and the Equal Employment Opportunity Commission, and have spoken to the office of the Secretary of State, the Governor's office, and legislators about my concerns. However, to date, OHA has offered no formal or informal mediation or resolution process to me or to the communities and organizations harmed through the mismanagement of the Measure 110 program, despite my repeated respectful requests to multiple parties. OHA continues to under-resource the program, mismanage relationships with community partners and Oversight and Accountability Council Members, and withhold relevant and important information from the public. It has become readily apparent that OHA is not interested in working towards a resolution or repairing the harm done to the vulnerable communities Measure 110 is meant to serve. Indeed, it appears that OHA leadership has made a concerted effort to undermine the program in any way it can.

Despite the negligence and obstruction of the program by the OHA, Measure 110 grantees have shown tremendous leadership under duress and managed to produce many positive community

outcomes. In the first few months that Measure 110 grants were disbursed, our community partners helped 44% more people enter treatment for substance use disorders. They have more than doubled the number of people accessing recovery housing services. They have increased access to supported employment services by 136%.

Imagine what our community partners and grantees could accomplish across the state if the Measure 110 Unit were fully staffed and had the full and appropriate support from OHA leadership, and appropriately empowered the community council members to lead the work. Our hard working community partners deserve so much more than they are receiving from OHA. Our community seeking healing and recovery from trauma and harmful substance use deserves better.

I see no further avenues available to me at this time. I will not continue to be complicit with an agency whose actions are so persistently unaligned with its own written values, ethics, policies, and laws. OHA has operated with active disregard for the wellbeing of the people of our state, and has perpetuated a culture of disposability of our most vulnerable individuals. I will now be speaking openly about the events of the last 2 years in hopes that the addition of collective gaze and public scrutiny will summon the OHA to respond appropriately and better serve the public through transparency, accountability, and repair.

Sincerely,

A handwritten signature in black ink, appearing to read "Angela M Carter" with a small circular mark at the end.

Dr. Angela M Carter  
Pronouns: they/them