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CONFIDENTIAL

March 17, 1987

Lester Breslow, M.D., M.P.H.
Professor & Co-Director
Division of Cancer Control
University of California
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Dear Les,

I don't know what your reaction was in Atlanta at the Kaiser meeting. To me, the lack of understanding of collaborative management, the grandiose plan with little holding it together, the unrealistic idea that one can get anything significant going in a community for \$150,000 annual investment (with the exception of a few communities prepared to do it on their own), the inconsistent and rude way in which he treated the people with which he's now actively negotiating (Stanford and Pawtucket), the brusque ignoring of our offer to be useful in a Steering Committee, all bring me to a vast degree of wonderment about the Kaiser Family Foundation program and its direction.

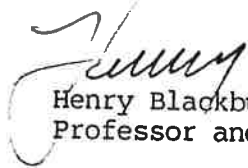
It seems to me as if we have quite enough to do here and should be able to obtain comparable resources without having to deal with a frustrating, disorganized plan and a poorly directed and largely uncommunicative system that is now in operation at Kaiser. What am I missing?

Somebody needs to get to Al and indicate that he needs to have a collaborative team. If he doesn't understand that kind of management, he should find someone who does, who can bring the group together to actually work on an issue and see it move forward. High level advisers are fine. There is work to do.

I share these thoughts with you because I think the general idea is a good one and because we are still prepared to collaborate if we can see the opportunity for effective planning and governance shared among those responsible for the outcome. From your vantage point on the Advisory Board,

I am sure you see the issues more clearly than I, but I am confused by the poorly integrated plan and management. Enclosed is my address in Florida if you get by that way. I will keep in touch about the Grantmakers program in late April.

Cordially,



Henry Blackburn, M.D.
Professor and Director

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