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CONFIDENTIAL

March 17, 1987

Richard A. Carleton, M.D.  
Director, Pawtucket Heart Health Program  
The Memorial Hospital  
Prospect Street  
Pawtucket, RI 02860

Dear Dick,

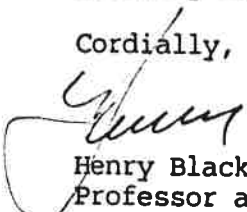
I enjoyed your February 23 letter to Al Tarlov. It summarized the issues well.

I was overwhelmed with the management style Dr. Tarlov demonstrated in Atlanta; his unthinking treatment of you (and me), his apparent lack of understanding of what consultative and team management is about, the lack of cohesion and coordination between the various parts of a complex and far-flung program, the poor planning and organization linking the home office, regional centers and evaluation center, his continued effort to downgrade the role of regional health promotion resource centers, the unusual idea that he would work around them through Project Officers from the home office to the communities, and finally, the view that he can make a significant impact in communities on a \$150,000 investment a year in them (with the possible exception of communities that are ready to go anyway and to which the Kaiser program might have little to contribute).

Thus, the realities of the poor financing, the unreality of a collaborative organization, the inconsistent way in which he has dealt with you and now with us, lead us to grave reservations about the undertaking. I can see us extensively involved and running about the country with a huge responsibility to have a half-million dollar resource. Though we want such a resource and would like to be involved with a real national program, we could likely achieve this sort of funding and probably this sort of activity in our own region with a little internal homework and dedication over a period of time.

I admire how you are hanging in there. I would be grateful not to be quoted on this negative communication. But, I guess I'm wondering what is "real" in this that you see that we are not seeing. Could we not do better on our own to keep our program staffs together than by diffusing them in this strange, actually hostile, uncommunicative and poorly coordinated network?

Cordially,



Henry Blackburn, M.D.  
Professor and Director

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Enclosure