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# THE HOSPITAL FOR SICK CHILDREN

PRIVATE AND CONFIDENTIAL

December 7, 1998

Dr. Brenda Gallie  
Cancer & Blood  
The Hospital for Sick Children

Dear Brenda:

This letter is a follow up to our meeting of Wednesday, 2 December 1998, and of previous meetings, especially that held on 19 August 1998. I regret that at our most recent meeting you indicated that discussion of your performance as head of Cancer and Blood required the presence of your lawyer. Since this was unexpected, I decided to move to the second part of the agenda, the discussion of your activities as head of the program. However, I can state unequivocally that it is unacceptable to me to have a lawyer present when we meet to discuss Research Institute business.

The fact that we did not discuss your performance does not mean that I do not have concerns in this regard. I mentioned this in our meeting of 19 August and I continue to believe it is evident to me and to many others, including members of your program and other Program Heads, that during the past six months or so you have not been performing your job as Head of Cancer and Blood Research to the level expected. This has manifested itself in unsolicited complaints from members of your program, who are distressed at the lack of progress in the development of the program. As well, many of your colleagues on the Steering Committee do not consider you a contributing member of the Committee. To obtain a more comprehensive review of your performance I intend to use the assessment process for Program Heads. As I have mentioned at both the most recent meeting of the Steering Committee (23 November 1998) and of the Senior Scientific Staff (27 November 1998) that review will be based on the criteria laid out at the time that the position of Program Head was developed, in the fall of 1997. These are: fostering research; liaison with clinical departments, divisions, programs; mentoring and leading by example; advocacy and responsibility; communications and information; general management and administration. In addition to requesting feedback from members of the



## *Research Institute*

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Cancer and Blood Program, I will be obtaining input from other members of the Steering Committee, the Associate Directors and Heads of Clinical Departments and Divisions with whom you have interacted. Finally, my own opinion of your participation in Research Institute activities will play a role in the final assessment.

A second, and equally important, element of your role as Program Head is, as I have mentioned to you on several occasions, that effective leadership is based on trust and collegiality. Your need to have a lawyer present further supports my contention that this element is missing in our relationship. Two points are worth making. First, as recently written in the public press, you took on the position of Head of Cancer and Blood Research with a private agenda. If this is true (and I didn't have an opportunity to ask on December 2nd), this is unacceptable, since it implies that you have acted dishonestly in your relationship with me (and with the other members of the Steering Committee). Worse still, you have misled the members of the Program, who have counted on your leadership and have not received it.

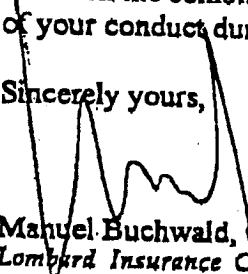
You have also been quoted in the press as believing that "The leadership of this hospital has all gone corporate." "There is no academic voice left except for the rebels who finally get annoyed enough to do something about it. And then we get marginalized as troublemakers." I cannot believe that someone who states to the trustees, administration and colleagues that their goal is to improve this institution and looks forward to healing the rift, can later be quoted in this way. If this is also true, this leads to an untenable situation. On the one hand, you are part of the leadership of this hospital, so this must be the opinion that you hold of yourself. I cannot accept anyone who publicly denigrates herself on my leadership team. Alternatively, if by some psychological sleight of hand you can exclude yourself from the leadership and believe that it is only the others who lack integrity, then how can we continue to work with you?

We clearly have completely different views about your responsibilities as Program Head. You apparently believe that your moral duty overrides your accountability to me as Director of the Research Institute and to the formal leadership of this institution, including its Board. As a scientist in this institution you are free to hold to this view, but this is inconsistent with your leadership position. When we ended our meeting of 19 August 1998, I

asked you explicitly to consider your activities as Head of Cancer and Blood, since the choices that you had been making for the previous several months seemed to me not in keeping with the leadership position that you held. I indicated that we would discuss this again following our vacations. Our meeting of 2 December was intended to close the loop.

It is clear to me that in the interval since the August meeting you have continued on the same course. We need to resolve the conundrum that we find ourselves in, both for our own sakes as well as for the institution. The choices are clear: since you believe that your conscience compels you to denigrate this institution and its leadership, then you cannot at the same time be part of the leadership. I then need to exercise my responsibility to address the problem. My decision concerning your leadership role will be based on the combination of the internal review as well as my consideration of your conduct during the past 6 months.

Sincerely yours,



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