

Book Reviews

Managing Hospitals: Lessons from the Johnson & Johnson- Wharton Fellows Program in Management for Nurses

Sheldon Rovin and Lois Ginsberg, editors

Jossey-Bass, San Francisco, 1991, 256 pp., \$29.95

THIS BOOK'S CONTRIBUTING AUTHORS present practical management tools and techniques needed to cope with the uncertain future of healthcare. Although the book is directed to professionals in the Johnson & Johnson-Wharton Fellows Program in Management for Nurses, other healthcare managers will find the information useful.

The work of 11 contributing authors is organized in three parts: planning and marketing, money and information, and people. The first section addresses planning and its relationship to marketing and organizational structure. Chapter one reviews the planning process, stressing the need for participation of all parties. Sheldon Rovin identifies the flaws in traditional linear planning and describes planning as a process that begins with a strong sense of values and mission. He presents a new amoeba-shaped planning model that emphasizes the continuous nature of planning. Rovin's planning model could be quite useful in integrating planning with the current movement toward continuous quality improvement many hospitals are now championing.

In the second chapter Elizabeth Dunn discusses marketing and its relationship to planning. She defines marketing as finding out what the customer wants and fulfilling those needs better than anyone else, while meeting financial objectives. Dunn's definition of marketing is easy to understand, especially for

managers not well versed in this subject. A case study on nurse recruitment illustrates how marketing can enhance planning.

The last chapter in the planning and marketing section discusses the design of effective organizations. Lawrence Hrebiniak lists the four critical ingredients needed to make organizations effective and enable them to survive:

- Sound strategy formulation and planning processes
- Appropriate structure
- Means to achieve effective coordination and integration across function or skills
- Incentives and controls

Although Hrebiniak focuses on important elements of effective organizations, the real litmus test is, Can these elements be operationalized?

The money and information section describes how the organization's leaders can use these assets in healthcare management. The fourth chapter discusses the importance of using and understanding the economics of healthcare and how this information can assist in decision making. The authors, Mary Kay Willian and John Eisenberg, discuss the various cost issues, specifically focusing on efficacy. This chapter's message is that economic analysis can aid in efficiently allocating limited resources.

The fifth chapter is a somewhat elementary look at the principles of financial management, including financial and managerial accounting and general finance. This chapter is simply an overview and appears to be intended for managers with little or no financial background. Many nurse executives may find this chapter too basic.

Chapters six and seven discuss operations research and computers, respectively, and how managers can use them in the decision-making process. The operations research method focuses on decision making in a systematic and scientific (rather than a purely intuitive) manner. Computers allow managers to construct "what if" scenarios, either through management-information or decision-sup-

port systems. The authors also present operations research case studies and computer acquisition strategies.

The third part of the book deals with people and their ability to work with one another. Charles Dwyer states that the ability to relate to one another can have a major influence on getting things accomplished. His analysis appears to follow the course of common sense.

Chapter nine takes a detailed look at the importance of building alliances. The author, Thomas North Gilmore, discusses the nurse manager's changing role and the process of responsibility charting as a way to alleviate confusion over roles and responsibilities. The final chapter introduces techniques to deal with conflict resolution, with an emphasis on negotiation.

The information in *Managing Hospitals*, although simplistic at times, addresses real issues that confront nursing managers and provides an insight into proven management techniques. This book can be a valuable resource for nurses, as well as other healthcare managers.

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Managing Institutional Long-Term Care for the Elderly

Maurice I. May, Edvardas Kaminskas,
and Jack Kasten, with David Allan Levine

Aspen Publishers, Gaithersburg, MD, 1991,
321 pp., \$49

USING CASE STUDIES TO EXPLORE INSTITUTIONAL management of the elderly, this book examines in detail a number of common managerial, financial, and marketing issues affecting the long-term care industry. The text is divided into eight chapters, each of which focuses on a major issue in long-term care.

Although *Managing Institutional Long-Term Care* may be of some use to experienced managers and administrators, it is better suited as an introduction to the field. I would recommend the book as a text for undergraduates in nursing home administration or for students in a general health administration curriculum with a concentration in long-term care. Persons could also use it, under the supervision of a licensed nurs-

ing home administrator, as part of a self-study program to prepare for the nursing home administrator's examination.

In places the book would have benefited from a narrowing of focus. For example, financial and personnel management issues have been better handled in established management and finance texts. However, the fact that the authors include these issues makes the work useful for graduate or undergraduate cours-

es in general healthcare administration.

I would also recommend *Managing Institutional Long-Term Care* to anyone who is considering entering the field. The book is an excellent introduction to nursing home administrators' daily routine and the problems they face.

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BOOK BRIEFS

Go! Do the Same: Developing Parish Outreach Programs

Nancy Vendura, Paulist Press, Mahwah, NJ, 1992, 149 pp., \$12.95 (paperback)

Vendura presents a practical guide for persons or organizations considering the creation of parish outreach programs. Two introductory chapters suggest questions to ask and issues to explore in the early stages of such projects. Subsequent chapters focus on eight types of outreach efforts parishes can pursue: bereavement program; flower ministry program; homebound program; counseling and referral; food distribution; consciousness raising; employment, child care, and shelter programs; and prayer corner.

Each chapter discusses the purpose of the program and provides sample forms, advertisements, questionnaires, and other materials for use by coordinators and volunteers. Some chapters provide case studies of successful interventions in other outreach programs.

Doing Faithjustice: An Introduction to Catholic Social Thought

Fred Kammer, Paulist Press, Mahwah, NJ, 1991, 246 pp., \$12.95 (paperback)

One purpose of this book, in the author's words, is "to share with students of all ages, and with others in the

believing community, the Roman Catholic experience of faith intertwined with justice." The first two chapters explore the scriptural roots of the Catholic commitment to justice for the poor and marginalized. In chapter 3 the author describes Catholic social teaching from *Rerum Novarum* to the present. The final three chapters focus on the challenges Catholics face today in living up to their commitment to social justice.

To provide a context for the discussion, the author begins each chapter by describing experiences that shaped his moral and social attitudes. One appendix provides a checklist for parishes to gauge their response to the U.S. bishops' call for a greater commitment to social and economic justice.

The Right to Die: 1992 Cumulative Supplement No. 1

Alan Meisel, Wiley Law Publications, New York City, 1992, 358 pp., \$65 (paperback)

This volume supplements Meisel's well-regarded 1989 volume on issues surrounding patient and surrogate decision making in life-and-death treatment situations. It focuses added attention on developments at the state legislative level since the landmark *Cruzan* decision of the U.S. Supreme Court. The evolving controversy over physician-

assisted suicide takes considerable space in the supplement. And appropriate space is devoted to decision making in the case of disabled persons, both those conscious and capable of making independent decisions and those who have never attained the legal standard of capacity to make their own decisions.

The format of the supplement requires reference to the parent volume. Appendixes provide additional samples of advance directives and names of organizations offering assistance in decision making about life-sustaining treatment.

BOOKS RECEIVED

Governing Community Hospitals: A Primer for Trustees and Health Care Executives, John P. McComb, Jr., Jossey-Bass, San Francisco, 1992

Homelessness: A Prevention-oriented Approach, René I. Jahiel, ed., Johns Hopkins University Press, Baltimore, 1992

Quality Assessment and Improvement (Quality Assurance) for Primary Care Centers, Dale S. Benson and Jane Miller, Community Health Network and Methodist Hospital of Indiana, Indianapolis, 1991