

**Effective management in therapeutic recreation service.** O'Morrow, Gerald and Carter, Marcia. (1997). State College, PA: Venture, Inc.

O'Morrow and Carter describe *Effective Management in Therapeutic Recreation Services* as an attempt to present the most important portions of management knowledge relevant to therapeutic recreation service in an organized and useful way. They have, for the most part, been eminently successful in that effort. Their text represents the most comprehensive and contemporary compilation of management information in the field of therapeutic recreation. They have produced a book with utility for both undergraduate and graduate courses. Additionally, the text would be a useful reference for therapeutic recreation practitioners.

Following an overview which traces developments in healthcare and describes the status of the therapeutic recreation manager, the text divides perspectives on management into five parts. These include characteristics of management, administrative management, operational management, human service management and consumer management.

Highlights of the overview include a thorough review of the responsibilities and challenges of a first-line manager and a thoughtful segment concerned with making the transition from practitioner to manager. Missing, and important in many healthcare settings, is discussion of the transition from organization by departments to organization by service lines.

Theories and functions of management comprise the next section of the text dealing with characteristics of management. Management functions of planning, organizing, directing and controlling are detailed and related to therapeutic recreation. Management theories are contrasted and a framework is presented for managers to critique theory. In this section, and throughout the text, outstanding examples of applications of various management concepts are presented. These samples are drawn from across the continuum of therapeutic recreation services. Their usefulness might have been even greater, however, had examples of the forms, policies, and other example documents from several agencies been included for all content areas covered.

The administrative management section of the text includes chapters devoted to leadership, vision/mission/philosophy/objectives, organizational behavior, ethical perspectives, and working with higher management. Noteworthy content includes a provocative overview of how leadership and power are related, an informative description of "groups," and a practical review of what is involved in working effectively with bosses and with physicians. These chapters, as do the others in the book, conclude with a series of discussion questions. These are well stated and comprehensive. Case studies and in-basket type exercises might

also have been included, designed to have readers consider how they would prioritize, apply and balance the various management responsibilities.

Fiscal management and budgets, computer and information systems, decision-making/problem solving/conflict management, marketing and staffing are the chapter topics in the text's operational management section. A glossary of commonly used computer terms is included. Other features include the thoughtful presentation of an analogy between problem-solving and the therapeutic recreation process, an informative review of revenue sources/financial management, a detailed summary of the sequence of effective marketing, and a description of the steps in the staffing process. The latter affords the reader an excellent primer for developing recruitment and hiring policies.

The human services management section of the text includes chapters focused on effective communication, motivation, performance appraisal, staff training and development, volunteer management, and intern management. The sequence of this section is impressive. Communication and motivation concepts are detailed, which provide valuable background for working with staff, volunteers and interns. Readers may find this section of the book to have the greatest utility. Each topic is presented with depth and with a framework for application. Distinctive sections include an exemplary outline of performance review, a creative discussion of volunteer recruitment, and an understandable, concise explication of evaluation in personnel matters.

Consumer management is the topic of the book's final section. Chapters include service delivery management, risk management and quality service management. A table which details selected knowledge and abilities needed for the therapeutic recreation process provides an outstanding framework for some of this content. Practical explanations of protocols, documentation, and Total Quality Management are included. Many excellent, contemporary applications (e.g., the Functional Independence Measure) of concepts are presented, as well as typical forms (e.g., sample incident reports). "Pathways," a trend in many agencies, are not discussed.

Additional forms (e.g., volunteer evaluation), the NTRS and ATRA Codes of Ethics, a description of NCTRC, sample administrative policies/procedures (e.g., internship agreement), and sample standards (e.g., Guidelines for Medical Rehabilitation, CARF) are included as appendices. Guidelines/checklists for specific management tasks (e.g., preparing for an audit by an accrediting organization; putting together a policies and procedures manual) would strengthen this material.

O'Morrow and Carter state that the challenge and excitement of management stems from the opportunity to see what needs to be done in the interest of the consumer. They have met that challenge for our field in their exemplary integration of the voluminous amount of information they effectively organize and present in this text. Consumers in the field of therapeutic recreation—students, teachers, practitioners and ultimately clients—will benefit from what the authors have done in providing a well researched and well written book which truly fills the need for a therapeutic recreation publication with a comprehensive focus on management. *Effective Management in Therapeutic Recreation Service* is effective!

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