

terstitial and airway disorders. Although the illustrations are used appropriately, they were of poor quality, generally appearing dark and blurred, which made it difficult to differentiate the characteristics the author was attempting to highlight. There is abundant use of definitions to briefly describe common lung disorders. The definitions are concise, very descriptive, and stated in terms a layman can easily understand.

Part 2, "Types of Lung Disorders," contains 35 chapters, each describing a different pulmonary disease. These chapters lack format consistency and provide information in various degrees of detail. Many chapters are reprinted fact sheets, or contain text from standardized educational materials developed by the American Association of Family Practitioners, the National Heart, Lung, and Blood Institute, the National Jewish Medical and Research Center, and the Centers for Disease Control and Prevention. All referenced or reprinted materials cited are dated, and Web addresses are provided. The chapter on histoplasmosis is the most detailed in this section. The format used in this chapter is similar to those found in medical textbooks, complete with peer-reviewed citations. The frequent use of technical terminology may reduce the readability of this chapter for patients and caregivers. There are chapters pertaining to anthrax, asthma, asthma in older adults, bronchopulmonary dysplasia, chronic obstructive pulmonary disease, cystic fibrosis, histoplasmosis, lymphangioleiomyomatosis, primary pulmonary hypertension, respiratory sleep disorders, sudden infant death syndrome, sleep apnea, and sarcoidosis, and the chapters provide detailed information on diagnosis, exposure risks, diagnostic testing, and treatments. Also included are discussions of prevention, protocols for reporting and investigating exposures, a glossary of terms specific to the disease process, morbidity and mortality data, and sources for additional information. Only limited information is provided in the chapters on  $\alpha$ -1 antitrypsin deficiency, beryllium disease, bronchiectasis, bronchitis, colds, emphysema, inherited emphysema, influenza, idiopathic pulmonary fibrosis, Legionnaire's disease, lung cancer, pneumonia, psittacosis, pulmonary embolism, respiratory distress syndrome, respiratory syncytial virus, silicosis, tuberculosis (TB), drug-resistant TB, pediatric TB, and upper respiratory infections. An overview is provided of the disease process, associated signs and symp-

toms, diagnostic testing, and a few treatment options, with limited or no additional resource information.

The final chapter in Part 2 is a synopsis of lung disorders not covered by the other chapters in this part. The author presents, in a uniform format, general descriptions, signs and symptoms, treatment options, and complications of actinomycosis, atelectasis, black lung/pneumoconiosis, bronchopneumonia, pleurisy, empyema, pneumothorax, and embolism.

Part 3, "Diagnosis," describes invasive and noninvasive tests commonly used to diagnose pulmonary-related disorders. Eighteen chapters compose this part, each dedicated to an individual test or procedure. Seventeen of these chapters are reprinted from the Yale University School of Medicine's *Patient's Guide to Medical Tests*. Seven invasive tests (arterial blood gas, bronchoscopy, mediastinoscopy, needle biopsy, open lung biopsy, thoracentesis, and thoroscopy) and 11 noninvasive tests (bronchial challenge, body plethysmography, chest radiography, chest tonography, lung scan, mouth pressure test, magnetic resonance imaging, oxygen saturation, peak flow measurement, pulmonary exercise test, pulmonary function test) are described in a consistent format. A simplified description (1–2 sentences) of each test's purpose, preparation, and procedure are provided. Information specific to where the test can be performed (physician office, outpatient clinic, hospital), who performs the test, procedure length, pain and discomfort, special equipment, risks and complications are also included.

The final chapter in this section is dedicated to the meaning of a positive TB test. The author wanders beyond the intended scope of this section (description of diagnostic testing) and comments on treatment options and consequences of poor adherence.

Part 4, "Treatment," is an eclectic collection of chapters that cover a broad spectrum of material, ranging from use and care of a nebulizer to the management of the heart-lung transplant recipient. The chapters contained within this part follow no particular format. The author often combines complex medical terminology and oversimplified information within the same chapter. Many of the chapters provide resource citations for additional information.

Part 5, "Risks and Prevention," provides consumer information for many environmental health hazards. The author thoroughly presents information, in a digestible

manner. Citations for additional resources are especially helpful in this section.

Part 6, "Additional Help and Information," provides an extensive list of national organizations that offer assistance to those afflicted with lung disorders. A glossary of related medical terms is also included in this section.

In summary, the **Lung Disorders Sourcebook** provides concise, easy-to-read medical information for the lay health care consumer. Medical professionals may find the contents helpful to complement treatment or procedure-specific patient information.

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**Working in Health Care: What You Need to Know to Succeed.** Michael W Drafke EdD. Philadelphia: FA Davis. 2002. Soft cover, illustrated, 210 pages, \$25.95.

**Working in Health Care: What You Need to Know to Succeed** is a curiously unique book. Though most management texts are directed at individuals seeking to gain management skills or become managers, author Michael Drafke aims his text directly at the converse audience: front-line health care providers who report to managers. Drafke accurately identifies a curricular void in most allied health profession programs—to educate individuals on how to become effective *employees* as well as health care providers. In addressing this void he sets out to accomplish 2 main goals. First, "to produce a book for health care professionals that explains the nontechnical aspects of working," and have "health care workers understand how to work with others and with management." Second, "to get people to read the book," the author chose to write "directly to the reader in a simple, even casual, style." What follows are 13 chapters that address a diverse assortment of topics that emphasize educating health care providers about how the real working world operates, how to get along with co-workers and managers, and identifying and achieving success as an employee.

Because of the diversity of topics addressed in this book the chapters appeared to be randomly organized at first glance, but upon further scrutiny it became apparent that the author intended to progress from gen-

eral to specific and from abstract to concrete. Each chapter begins with a brief outline and a set of clear and thoughtful objectives (which, for the discerning educator, uses various orders of Bloom's taxonomy<sup>1</sup>). The format of many of the chapters is an expanding topic list that builds logically on each chapter's central concepts with supportive content, details, and explanations. Most concepts are backed up with brief examples or vignettes relevant to health care. Abundant figures and tables are present in each chapter and either illustrate or summarize main points, offering both emphasis and a quick reference to important ideas. Each chapter also includes between 2 and 5 workbook-style exercises (called "Building Comprehension Exercises") designed to reinforce the concepts and ideas presented. These exercises also prompt readers to identify and reflect on their personal characteristics, traits, and beliefs.

The first 4 chapters focus on establishing a foundational understanding of work, general interpersonal interaction, and health-care-related economics, with chapters titled "Why People Work," "The Work Environment," "Communication: Verbal and Non-verbal," and "Economics and Health Care." Chapters 5 through 9 emphasize the specific interactions among employees and between employees and management. The chapter titles are "Management: Why It Is Needed; Learning to Live with It," "The Informal Organization," "Performance Evaluations," "Management Decisions: Understanding and Coping with Them," and "Understanding Motivation." Chapters 10 through 13 focus more specifically on employee attributes and their impact on job success. The chapters are "Change," "Job Satisfaction," "Introduction to Stress," and "Becoming Employed."

The chapter titles alone, however, don't begin to describe the quantity of content and variety of topics covered in this book. Several chapters provide a historical context on organizational or managerial theories and concepts. For example, the first chapter's exploration into the reasons why people work leads to an introduction to classical theorists' views on work, including Martin Luther and Abraham Maslow. Likewise, Chapter 9, "Understanding Motivation," provides a biographical profile of both classical motivation theorists such as Max Weber, Frederick Taylor, and Henry Gantt, and behaviorist motivation theorists such as

Mary Parker Follett, Douglass McGregor, and Frederick Herzberg.

Other chapters seek to bridge the gap between theory and concept and the reader's practical understanding of the material. In Chapter 4, "Economics and Health Care," the author introduces the reader to 4 major economic models (market system, command system, macroeconomic model, and indicative planning) and definitions of essential concepts such as scarcity of resources, cost of information, and the law of supply and demand. Managed care and its origin are then succinctly explained, along with related concepts such as defensive medicine, capitated payment, health maintenance organizations, and preferred provider organizations. To ensure a practical understanding of this chapter's material, the Building Comprehension Exercise guides the reader through the development of an annual budget for a managed care organization.

Many chapters simply state the way things are in the real work world. For example, in Chapter 6 Drafke plainly states that informal organizations (social groups and networks) not only exist but hold considerable power in the workplace. He goes on to discuss the difficulties that may be encountered when trying to join an informal organization and the consequences of not becoming a member. Instructions on how to join, or at least get along with, an informal organization are provided. Other chapters cite the inherent unfairness of decisions that are often made in the business world (eg, scenarios from Chapter 8, "Management Decisions: Understanding and Coping with Them," and Chapter 13, "Becoming Employed"). His recommendation for dealing with unfavorable decisions is, "classify the decision, accept it for what it is, and move on."

Despite the wide spectrum of information covered, several consistent themes are present throughout the book. Early on, Drafke introduces the term "managee" to describe the front-line health care worker who is managed by someone else—namely a "manager." Drafke regularly emphasizes that managers and managees represent entirely different roles that are both complementary and dependent on one other. They do not represent a subordinate relationship or hierarchical progression of rank, despite common belief to the contrary. The second consistent theme is the obligation of every employee to speak up and provide management with feedback when asked—even if providing feedback is uncomfortable or un-

popular. The alternative is to potentially lose one's voice in the workplace for good, if managers come to believe that managees have no interest in actively participating in the management process. Finally, regardless of workplace environment, circumstance, or duress, Drafke states that every health care provider must uphold the maxim "patient care comes first."

Judged against the author's stated goals for the book, the final product is very much a success, with solid content. The book also fulfills the goal of casual writing, occasionally employing the first-person voice, which seems to appeal to the more casual reader. This writing style also seems to fit the soft-cover, workbook-exercise approach used for this text.

Based on the way the book is written, the primary audience for this book would be students in schools of allied health professions and allied health employees relatively new to the field of health care. Nursing students and new nurses would also find this book very helpful. That does not mean that experienced health care providers or managers would not benefit from reading this book—there is sufficiently diverse content that all readers will gain new knowledge and insights from it. Experienced health care providers or managers may find that the frequent examples (although well written) can become tedious if one is accustomed to the sparser, textbook approach, but the examples do effectively illustrate the concepts and ensure clarity.

Though the word choice and level of writing is appropriate for the primary audience, overall readability is just average. Grammar and sentence structure is sometimes awkward or wordy and will prompt the reader to re-read some sections or interpret the meaning from context; for example, sentences such as, "The numerous examples of violations of the management law of unity of command are a prime example" (page 160). I found no spelling errors but did find a few grammatical and editing errors.

The text is well documented and references are clearly presented. Some are fairly dated (1970s and early 1980s), but many of these refer to management concepts or theories so their usefulness is not diminished over time. In one instance a dated citation was used and resulted in a reference to "sexual preference"; most current sources have adopted the more accepted term of "sexual orientation."

The index is comprehensive, but not overdone—perfect for looking up a concept or topic among the diverse chapter contents.

One deficiency in this book is the absence of a chapter dedicated to professional and medical ethics. In a business environment that often pressures both managees and managers, particularly those in health care, to achieve conflicting outcomes, a review of ethical theories, concepts, and obligations would seem a worthwhile addition.

**Working in Health Care: What You Need to Know to Succeed** represents an uncommon value among health care management texts. Few textbooks, if any, have compiled such a comprehensive list of management concepts (and common sense) specific to front-line health care providers, and

this book makes it relatively painless reading. This in itself makes the text a good value. Additionally, Draflke has really combined 2 separate books into 1—a textbook and a workbook. Though it is unlikely that anyone would complete every Building Comprehension Exercise in this book, the quantity of exercises (several per chapter) provides choices. Students, teachers, health care providers, or managers can choose exercises appropriate to their needs and incorporate them into individual or group activities. Within the book's content some redundancy and repetition does exist from chapter to chapter, but this allows each chapter to stand on its own. One could just as easily read one chapter, a few chapters, or the entire book, and the information would

still be cohesive. Finally, the text is priced very competitively, which should eliminate any excuse-making from students, employees, or managers that the cost of this information is too high.

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#### REFERENCE

1. Bloom's taxonomy is described at <http://faculty.washington.edu/krumme/guides/bloom.html> and at <http://www.nwlink.com/~donclark/hrd/bloom.html> (accessed 12/10/02).