

ested in an overview of the lung epithelium will find a useful introduction to the topic in this book.

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The author has disclosed no conflicts of interest.

Managing in Health Care: Business Strategy. George B Moseley III MBA JD. Sudbury, Massachusetts: Jones & Bartlett. 2009. Hard cover, 344 pages, \$69.95.

This book is a must-read, and should be mandatory education for a much broader target audience than the students toward whom the author directs this work. His goal of educating students entering health care and biotech careers should target *all* levels of management in any health-care entity, beginning with their respective and most senior manager. The author takes simple concepts from traditional business practices, then develops and interlaces them with the health-care industry.

This book is very organized, constructed in a progressive and orderly fashion. The sequential build of strategic planning develops from concept to implementation and monitoring stages, and is well thought out. The description of each stage and factors influencing them, including competing forces, is discussed in such a fashion that it is not very difficult to comprehend for even the casual reader interested in this topic. The author takes exquisite measures to be thorough and to provide examples of each component of business strategy.

Each chapter is a foundation for subsequent topics providing details, examples, and stimulating questions that challenge the reader's comprehension. Preceding each chapter's discussion are helpful learning objectives. At the end of each chapter are study questions and learning exercises that solidify the reader's understanding of the chapter content.

Unlike many business-related books, this particular one is not cluttered with financial presentation and analysis. This is not a book of calculations or exotic formulas, but one that supplements the reader's knowledge of the issues that current and future leaders

must be aware of in the dynamically changing and competitive health-care industry. This is one of the remarkable positives of **Managing in Health Care: Business Strategy**. The length taken to explain the concepts, which the author intricately develops throughout, avoids exposing the reader to complex financial "overload," (which for the intent of this book is totally unnecessary). However, several important formulas are identified, described sufficiently, and interwoven as important principles that one must be attuned to in the development of strategic planning.

A refreshing approach throughout this book is clear demonstration of potential outcomes to specific strategies. If, for instance, initial plan A does not play out as anticipated, then awareness of other possibilities is demonstrated with examples. This book is not only current but well positioned with its constant theme of not accepting the status quo but appreciating the survival necessities of being prepared for the future by developing strategies.

An important feature of this book is that the author details the value of knowing your competing forces and how to be successful by utilizing the power of information. He explains what to analyze, why analyze, and where to obtain your source materials. He utilizes remarkable thoughtfulness in explaining the essential need to not only develop a strategic focus but warns how and why a particular focus can be lost if not properly implemented and monitored. Failure to do so has the ramification of remaining at status quo or worse, and with the probability of losing competitive advantage.

Market analysis is another very important discussion, beginning with the basic but historically overlooked concept of the need to identify with the patient: our customer. He explains the importance of viewing patient specifics in terms of their demographics, economics, lifestyle, sociocultural, geographic, purchase, and usage behaviors. The author discusses the need to identify market trends, specifying and targeting potential customers and the essence of focusing on their behaviors, lifestyles, and needs as a strategy to survive in modern health care.

There is an important analogy explaining when analysis of the targeted market is complete, it may not be prudent to "spread too thin" when the competitive intensity is excessive: the analogy being 20% share of a \$20 million dollar market segment is better than a 2% piece of a \$100 million dollar

market. There may be more attraction to and a greater share of a smaller market with few rivals, with the primary focus to obtain high profit margins. The need to focus on limiting future direction is explained in terms of what a business can succeed in and persuading the reader not to try and be everything for everyone.

One must know the competition and what strategies they are planning, if any. Consider competing in targeted markets not being addressed by your competitor's strategic plan, which would have the probability for success if non-threatening to them. It is also helpful to play out each competitor's possible responses to your strategic plan: a chess match of sorts that can involve multiple players with unpredictable results. The value of pre-implemented planning has the potential for high predictability and probability of success, as explained by the author.

The reader will find an outstanding blend of business concepts that are incorporated into today's modern health-care systems. Efforts are continually made to develop these concepts of strategic business strategies throughout the text. Future focus of health-care entities in the context of developing a business strategy is well defined by 4 essential outlines: the organization's mission, their vision, its values, and strategic objectives. Several examples of these documents from industry leaders are included, citing both the strengths and weaknesses of each.

The health-care business with a vision is more likely to achieve its objectives. This approach is better than staying on the sidelines and accepting numerous internal and external forces—in essence being controlled by the world around. This book promotes acting instead of reacting to the competitive business environment.

This is a survivor's guide, a planning tool, an aid to compete, and a desktop reference for keeping current objectives on target while paying equal attention to your competitor's position within your market.

Historical, present, and future directions of modern health care are explained in detail, leaving the impression that this industry is not for the faint of heart. It is truly a business, not unlike a business entity in the purest sense; one must embrace all of its intricate components, including knowing your competitors' strategies as well as you know—or should know—your own.

With such a comprehensive discussion on the complexities of the health-care busi-

ness, some readers may be left asking if they truly belong in this industry. However, the information is detailed enough that, if embraced, should sufficiently reveal to the reader the factors necessary to be successful and prepared to make appropriate decisions. This book leaves the reader well versed and aware of the key components to successfully compete. Even with 40 years invested in my career, I was left quite impressed with what I did not consider or had taken for granted before I read the book. My eyes were re-opened, in a sense, to the business of health care and its enormous pressures, both internally and externally. This is not a new realization, but what is unique about the book is the depth and breadth of anal-

ysis captured between these 2 covers in a reasonably short time frame.

In summary, Moseley provides an in-depth look not only at the health-care industry; he provides a more narrow focus on survival within it. This book demystifies, in an enjoyable and clear fashion, the multiple components of health care. Detailed is a methodical discussion about strategy. The author not only outlines each essential component of the strategic business unit, but the cycle that includes information gathering, planning, marketing, and implementation. Probably the most important chapter in this book is the one detailing the vital importance of monitoring during and after the implementation of your strategy. The exam-

ples of what to monitor are very well explained.

I will add to my collection of valued text books this particular one, which will complement a continuing work in progress to maintain a competitive edge in our dynamic environment.

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The author has disclosed no conflicts of interest.