

O'Morrow, G. S., & Carter, M. J. (1997). *Effective management in therapeutic recreation service*. State College, PA: Venture.

Reviewed by

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Biographical Information

Lorene Olson is the Physical Education and Recreation Department Chairperson and a Professor of Therapeutic Recreation at Winona State University in Minnesota. Her research interests are in the areas of youth at risk, gerontology and eco-tourism. Prior to becoming an educator Lorene worked in a first level managerial capacity as Director of Therapeutic Recreation Services in a 226 bed health care center.

O'Morrow's and Carter's *Effective Management in Therapeutic Recreation Service* provides a comprehensive description of the essentials of management in Therapeutic Recreation. Upper level undergraduate students, graduate students, and therapeutic recreation specialists in first level management positions are the authors' target audience.

Effective Management in Therapeutic Recreation Service is divided into 5 sections, containing 22 well-organized chapters. Each chapter begins with an introduction that informs the reader of the key concepts addressed within the body of the chapter. The body of each chapter then includes a detailed, yet easy to comprehend explanation of these concepts. The authors conclude all chapters with a brief summary of the key points presented. Discussion questions requiring synthesis and utilization of critical thinking skills are inserted after the chapter summaries. A number of appendices, potentially useful to therapeutic recreation practitioners in health and human service organizations are included at the end of the text.

Section 1 (Chapters 1 through 3) includes a definition of management, information related to the dimensions and functions of management and an exploration of various managerial theories, roles, and challenges. As might be expected, many of the managerial concepts presented in Section 1 and throughout the remainder of the text are germane to managers in various fields. However, through continual reference to clinical and some community based Therapeutic Recreation service examples, the authors successfully link the managerial information presented to the needs and interests of Therapeutic Recreation managers.

The administrative aspects of management are the focus of Section 2 (Chapters 4 through 8). Chapter 4 is devoted entirely to leadership. The authors acknowledge that while not all leaders are effective managers, all effective managers must simultaneously

be effective leaders. A review of leadership theories, leadership styles, and power and authority as related to leadership is addressed in this chapter. The content and development of values, vision, mission and philosophical statements, and departmental goals and objectives are the focal points of Chapter 5. Instructors of Management in Therapeutic Recreation and/or Management in Leisure Services courses frequently require students to write hypothetical values, vision, and mission statements along with hypothetical goals and objectives. Chapter 5 provides a complete reference for this type of practical assignment. Similar to Chapter 5, several of the other chapters in this text are written in a style conducive to the creation of experiential based assignments that would serve to enhance retention. Perspectives of organizational behavior as well as information pertaining to organizational culture, group development, and group dynamics issues are included in Chapter 6. Chapter 7 addresses ethical practices, ethical conduct, and ethical decision-making as related to the management of Therapeutic Recreation services. The final chapter of Section 2 (Chapter 8) describes the "how to" of developing and maintaining a positive working relationship with members of higher management, including physicians.

Operations Management is the focus of Section 3 (Chapters 9 through 13). Chapter 9 presents a historical evolution of the present day need for careful financial management within therapeutic recreation programs and services. Information regarding various revenue sources, basic concepts of financial management, and the first line manager's role in fiscal management processes is also included. Through the citing of specific examples the authors do an effective job of convincing the reader that even first line Therapeutic Recreation service managers must have some fiscal management savvy. Chapter 10 acquaints the reader with the broad range of potential computer applications in the management of Therapeutic Recreation programs and services. Decision making, problem solving, and conflict resolution processes are the key concepts introduced in Chapter 11. Marketing concepts are introduced in Chapter 12. Here the authors make an interesting analogy between the Therapeutic Recreation process and the processes involved in marketing. Both include assessment, planning, implementation, and evaluation phases. Practical concerns regarding recruitment and selection of qualified staff, as well as legal issues related to hiring, are key issues presented in the final chapter of Section 3 (Chapter 13).

Human service management issues are explored in the fourth section (Chapter 14 through 19) of the text. Effective personal, interpersonal, managerial, organizational, and professional communication skills are covered in Chapter 14. Effective communication is a topic covered in many therapeutic recreation texts. The emphasis is typically upon effective therapist-client communication. As opposed to many other therapeutic recreation texts, O'Morrow and Carter cover effective communication emphasizing a Therapeutic Recreation manager/professional perspective rather a therapist-client perspective. Chapter 15 introduces the reader to various theoretical concepts that have, and will continue to influence management of employee motivation. Specific managerial characteristics and cultural variables that impact employee motivation are also addressed.

This chapter concludes with a discussion of the motivational challenges managers will likely face in the year 2000 and beyond. In Chapter 15 and throughout the text, the authors challenge readers to think futuristically. This is evidenced within the body of the chapters as well as within the discussion questions that follow each chapter. As part of their human service management responsibilities, front line managers are frequently involved in performance appraisal activities. Chapter 16 addresses performance appraisal processes and related legal and ethical considerations. Managerial tasks and responsibilities involved in the organization and delivery of staff training and development programs are the foci of Chapter 17. Chapters 18 and 19 address volunteer and internship management as an integral component of personnel management. Practical guidelines for designing, implementing, and evaluating volunteer and internship programs are presented.

Some of the more contemporary issues in management are introduced in the final section (Section 5) of the text. Service delivery management, risk management, and quality service are the topical areas in Chapters 20 through 22. Chapter 20 details the factors associated with the delivery of quality service in clinical and community based settings. In Chapter 21 risk management is introduced as a component of quality assurance/quality improvement in Therapeutic Recreation. Steps involved in the development of a risk management program, as well as risk management decision-making processes are addressed. The final chapter explains Total Quality Management (TQM) as a philosophy of management. Continuous Quality Improvement (CQI) is introduced to explain the ongoing processes involved in pursuit of continuous service improvement within Therapeutic Recreation departments. The contemporary nature of the material presented in Section 5, along with useful managerial guidelines presented throughout the text, render *Effective Management in Therapeutic Recreation Service* as a useful desk reference for practitioners. Students who purchase the text for a course should be encouraged to add it to their libraries for future reference.

In summary, the detail of this chapter by chapter synopsis of the contents of O'Morrow's and Carter's text is indicative of the detailed comprehensive nature of the text itself. Due to its extensive breadth and depth, *Effective Management in Therapeutic Recreation Service* is a text that some educators may find difficult to cover in its entirety within one semester. A strength of this text is however, that although the chapters are interrelated, each can stand on its own. Therefore, the educator who tends to cover topics in detail may effectively opt to utilize only those selective chapters of the text, which are most relevant to the course.