

Book: *Essentials of Medical Management*

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Review

This book covers a number of important content areas for the physician executive and suggests areas to pay attention to as a leader. Some of the chapters are more technical and detailed than others but overall the book provides practical suggestions in different areas of physician executive management. The book begins with an overview of physician leadership by outlining the importance of organizational culture, climate and values. The chapter on “Key Management Skills for the Physician Executive” focuses on conflicts that exist within organizations for the physician as an executive and clinician. The chapter on “To Err is Human – Institute of Medicine Report Revisited” provides an in-depth discussion on medical errors and patient safety. The chapter on health law provides a nice overview of the Health Insurance Portability and Accountability Act (HIPAA), Emergency Medical Treatment and Active Labor Act (EMTALA), the Medicare Anti-kickback Law and the Stark Law. Two chapters on financial management provide a basic introduction for the physician executive in understanding the important concepts of accounting and financial management in health care organizations.

The importance of organizational mission and leadership is discussed with a focus on values, ethics, communication and conflict resolution. Basic principles related to market-driven approaches in understanding the consumer provides a good overview for the physician executive by defining marketing as a process and philosophy. Conceptual information on market segmentation and product life cycles should be useful. The reader will obtain an understanding of multiple stakeholder interests and using data to drive decisions and improve performance. Suggestions on improving quality of care focuses on clinical variation, measurement of quality and a discussion on evidence-based management, clinical guidelines and disease management.

Examining the physician leader’s role from an ethics point of view is interesting and helpful. For example, preventive ethical strategies are used within an organization to implement best practices and promote compassion. A chapter on communication offers practical suggestions on important skills related to talking, listening, confrontation, writing and use of electronic communications. Specific competencies, skills and abilities are identified in areas of informatics, marketing, financial management, health care law and managing physicians in organizations.