

danger of over-selling the team's capacity at the outset and stressed the need for the team to foster its links with other parts of the service. I felt that I needed to know whether the team was actually doing a good job but it seemed from the account from its evaluator, Anne Pattie, that it was and that it had been seen as one of the best of its type in York. Alastair MacDonald's analysis of his team in Lewisham sadly included no indication of its effectiveness. Here there was more blurring of roles with the contribution of the consultant apparently substantially less. This, with the flippancy of the commentary and the apparent poverty of the links with GPs and geriatricians, smacked of an alibi for consultant detachment rather than a positive recipe for an effective service.

Øvretveit presented some general principles about team organisation, stressing the positive values of preliminary groundwork, clear objectives, good communication, recognition of the value and different roles of team members and accommodation within the team for the input of professional line managers. In his and Lindsay's summarising chapter there seemed general agreement as to the value of a common base and the establishment of leadership and, through that, accountability to the management of the parent service. Leiper's discussion of evaluation got rather bogged down in quality assurance. Elaine Murphy's very sensible little contribution stressed the importance of the team's roles within the service as a whole and the need to direct and present its work in a way that was relevant to the new era of purchaser-provider contracts and partnership in community care.

I found bits of this book interesting and bits irritating. It was useful in making one reflect on how one's own service worked. I found the concept of the community team as a separate entity difficult to accept unless along the lines of the offensive or defensive teams or the running backs of an American football

squad. No prizes for guessing whom I would see as quarter-back, though I would prefer to invest a post of player-coach.

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Community Psychiatric Nursing: The 1990 National Survey.

By Edward White. Pp. 22. Community Psychiatric Nurses Association, 74 Lutterworth Road, Nuneaton, Warwickshire CV11 6PH. £7.50 plus 60p postage and packing; Directory £7.50 plus 60p p and p; £12.50 for both plus £1.20 p and p.

This is a survey of CPN services in Britain in 1990. It is the third quinquennial survey of CPN services and allows one to get a feel of the developments that have taken place since 1980. Obviously, because of administrative changes, not all the measures used are totally comparable but most are. The breakdown is both by region and types of service so you can place your own situation in both the national and local context.

It's full of useful information and I am sure will be invaluable to hospital and nurse managers. It suffers in style by trying to be too scientific and guarding against any possible criticisms of methodological inadequacy (CPNs have clearly felt battered by their non-nursing colleagues). While this is important in strengthening the growing academic credentials of CPNs, it makes for unnecessarily heavy reading. At £7.50 for 20 pages it is not likely to be a best-seller but certainly a publication worth obtaining for most services.

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