



UNIVERSITA' DEGLI STUDI DI SALERNO

*DOTTORATO DI RICERCA IN ECONOMIA E DIREZIONE DELLE AZIENDE PUBBLICHE
XI CICLO*

Abstract

"The New Frontiers of Health Service Penitentiary"

CANDIDATO

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The survey of research on prison health is an absolutely innovative in the national scene for both the field of investigation that the method adopted in relation to the particular organizational and managerial focus with which the same has been completed.

The complexity of the research work has been determined by a variety of factors related to the difficulty of access to detention facilities that the contextual data systematization of health management and related organizational structures that have never been the subject of scientific research in our country.

This is demonstrated both by the rarity of research studies undertaken in the field, and by the scarcity of scientific contributions and the existing literature on the subject (Sangiaco M., L. Ianni, F. Degrassi, A. D'Urso in *Mecosan*, Volume XVIII, n. ° 72/2009). The problem of health care in prison although, at present, one of the most debated topics both in healthcare and in the criminal justice especially among the "practioners" in the industry (see acts Simspe National Convention, 2007; National Conference Amapi, 2009) struggling to find full legitimacy in academia, in contrast with other international realities.

The aim of this work is to analyze the main implications of organizational - managerial determined from the issue of the DPCM April 1, 2008, especially trying to grasp the "driver" critics who did not allow, at present, to proceed with an actual implementation of the reform process, made a "regulatory failure" which did not allow a real improvement of services provided by the prison health service.

The research seeks to draw from the identification of critical organizational levers, the necessary indications for the redesign of the new organizational structure of the health system in prison, the ineffectiveness of the current one has been confirmed by events that occur everyday with extraordinary inadequacy of 'current health management to meet the new challenges of complexity that the context detention forcefully imposes. Therefore, the research aims to present itself as the starting point for the implementation of new organizational models capable of ensuring the full and effective right to health of the patient detained in a perspective of internationalization of the Italian penitentiary health system that, based on experiences "mature" tested in other European Union countries, shows us how similar to what happened in our country you can take an effective and progressive process of organizational improvement of the prison health care system.

The structure of the thesis is structured into three basic parts: the first, focused on a historical analysis of the prison health care system with a specific focus on the structuring of organizational structures existing prior to the issuance of the Prime Ministerial Decree of 1 April 2008. The second part of the work has analyzed other international experiences (France, Norway, England and Wales) and the way in which the transit of the health service by the Administration of Justice to the National Health Service that the dynamics of flows detention and critical issues identified for the 'actual implementation of the reform process, particularly revealed similarities to the Italian case. The third part of the paper reports the results of research carried out on the areas of prison health Campania, actually highly significant, both for the number of prisoners concerned and for the variety of penal institutions in the area.

The survey research as well as monitor the status of implementation of the process of reform of the prison health service, it is proposed as a basis for the identification of organizational levers on which to intervene for the start of a process of re-design of the organizational system prison health in the Region of Campania, as the high significance of the sample allows us to state that the reality under investigation may constitute a laboratory pilot testing for the entire health care system Italian penitentiary. The differentiation of micro - objectives pursued in each part of the thesis has imposed a corresponding deviations retrieval and analysis of data, in the first part, the methodology followed, therefore, is based on a systematization of the substantial flow of documents available (circulars, administrative provisions, judgments of the Court of Auditors, etc..) found at the individual institutions concerned, by seeking data both qualitative and quantitative information that would allow to draw a picture "matrix" able to correlate the identification of the critical, the origin of the non-implementation of the reform process, with the dynamics of flow "emergency" the narrow that in recent years have characterized the Italian prison system and neither have shaped its organizational structure.

In the second part of the work, the choice of prison health systems, was dictated not only by the common "ratio" in the definition of the procedures relating to the transfer of penitentiary medicine by the Ministry of Justice to the National Health Service, but also by the particular significance of the flows detention , of the territorial prison facilities, the strategic policies undertaken for the effective implementation of the reform process in each country, according to the guidelines and regulatory principles issued internationally. To this end, the analysis was conducted according to a matrix approach for which identified three areas of evaluation based on factors supplied to us by classical literature: environment, strategy and organizational structure, and this has allowed us to be able to proceed with both quantitative data qualitative performance of a comparative analysis between the national reality under investigation and to analyze the interdependencies rather complex, including the prison world and the health system, especially in terms of redesigning the organizational structure of the service.

The mode of investigation focused mainly on a 'classificatory and relational analysis, given the volume of documents artificial collected for research for which it was necessary texts and general information that is more concise than those on the individual events observed in order to describe and explain them. We proceeded to organize the material collected in the search making comparisons between its associated parts, summarizing the work carried out with the aim of achieving the formation of categories, lists, matrices, graphs of various kinds (based on the events, properties or on relationships) adapted to classify and determine the types of experience, sometimes even with the identification of causal paths. Therefore, the search path embarked on international experiences examined, allowed to identify the common dimensions that have characterized the process of reform of the penitentiary medicine, factors identified in the environmental complexity, strategic action and "design" of the organizational structure of health

administration Prison calls to ensure the delivery of complex and diversified services within the stringent limitations imposed by restrictive regimes.

The analysis of data on flows detention, official documents acquired by prison administrations to the investigation, allowed us to identify the parameters of environmental complexity in which it operates, the health service, following the classical paradigm environment - strategy - structure, revealed a substantial share of the objectives of the strategic policy put in place by government analyzed, albeit characterized by timing and mode of implementation rather diversified also in relation to the specific national context. It is evident in all three cases, as the new regulatory model of prison health, had a significant effect on the restructuring of the organizational structure of the health system penitentiary.

The third part of the work has resulted in a survey of research on prison health care system in Campania, the significance of the analysis sample chosen induces very reasonable to believe as the data obtained in this reality can be of considerable significance both nationally and internationally in the photograph a "frame - work" of elements on which to intervene to redesign the existing organizational structure of prison health in the perspective of improvement of the service in terms of both effectiveness and efficiency. The survey research was carried out in the "field", through direct access to individual prison facilities and the administration of a structured questionnaire, mainly closed questions, but also with the possibility of finding information with the formulation of open questions , in which doctors coordinators of the service, as recipients of the survey research could provide a more comprehensive and as free as possible, in the analysis of the factors of inertia which is the sector in the current historical context. Access to detention facilities has been made possible thanks to the synergies activated with the administrations involved in the process of health care to prisoners, from the top of Penitentiary bell to those of the Hospitals concerned by the survey, with the supervision and collaboration of the Campania Region as part of the activities carried out by the Regional Observatory on Health Care Prison, which was essential for the work of mediation of the Department of Studies and Business Research at the University of Salerno. At the basis of the identification of the elements of analysis, recourse was made to one of the most recent theoretical developments in the study of organization, developing project contributions offered configurazionista the approach (Meyer, Tsui, Hinings, 1993) and from the perspective of complementarity (Milgrom, Roberts, 1995, Roberts, 2004) offer a new approach for the analysis of organizations, called "Chemistry of the Organization", in which these theoretical strands are based on a systemic view of the organization that can be analyzed as a system of practices and organizational elements, tightly interconnected between them, contrary to what is proposed by the theory quota, in which the analysis may also be performed individually for each element. The chemistry of the organization argues that organizational forms can be described as << different combinations of the same basic elements >> (Grandori, 2004), as such, the lodging theoretical examination, while sharing the systemic vision of the organization and the emphasis on the effects of interaction, proposes a different procedure for the identification of complementary (and any substitutability) between organizational practices. In fact, the first approaches examined do not come to the formulation of a theory of organizational

combinations, able to predict ex ante which organizational practices can be combined to generate overall effectiveness: the "effective organizational form" is the result of practical co-applied empirically successfully rise to a design solution in order to fill to the maximum, a gap between the structure of your organization identified the archetype. The starting point of the approach "chemical" that differentiates it from the approaches discussed before (configurazionista and complementarity) is the identification of "basic organizational elements," which in their many combinations can describe the organization as "compound" with a high degree of generalizability.

In this first contribution of the chemistry of the organization is to provide a basis for micro-analytical approach to organizational design. This approach allows the designer to move the axis of the search by the identification of an organizational form or an ideal model to identify what are the basic elements and in which combination and doses are present in an organization, in other words as it happens for chemistry, there arises the question of what is the formula of the organization being investigated. The next step in the identification of organizational elements in the formula, is to proceed to the identification of the right combinations, to this point the question arises: what combinations or organizational formulas are effective?, You can set some rules of combination that guide designer?. In this paper we will try to illustrate how the chemistry of the organization to respond to these questions and how to achieve the identification of new organizational models able to cope with the complexity originated in the healthcare system and national penitentiary Campania following the issue of the Prime Minister's Decree 1 April 2008.