

UNIVERSITY OF SALERNO



**DIPARTIMENTO DI SCIENZE AZIENDALI
MANAGEMENT & INNOVATION SYSTEMS**

**PHD
ECONOMIA E DIREZIONE
DELLE AZIENDE PUBBLICHE**

XIII CICLO

Abstract

***“HEALTH IN PRISON: A DRIVER OF (RE)INTEGRATION
IN AND OUTSIDE THE WALLS”***

Il Coordinatore
Ch.ma Prof.ssa Paola Adinolfi

Il Candidato
Dott.ssa Gabriella Ambrosino
(Matr. 8880400082)

Il Tutor
Ch.ma Prof.ssa Paola Adinolfi

ANNO ACCADEMICO 2014/2015

The issue of prisons health in Italian prisons is an important management objective for penitentiary institutions whose purpose today is to re-educate the person in custody and to encourage the social re-insertion.

The passage of prison health by the Ministry of Justice to the Ministry of Health, governed by the Prime Minister's Decree in 2008, represents an important milestone on the path to the protection of the prison conditions, which now can rise to the same health care of free citizens.

This paper sets a goal that is already contained in the title: exploring how to protect the health of those detained may be a driver not only of social re-insertion, but also of territorial integration from an organizational perspective.

The analysis started by the definition of "health" and, in particular, what organizational system legally recognized and appointed to ensure the protection of this right, observing the evolution and for free people and for those held.

But if it really fits the concept of health as defined by WHO as a condition of mental and physical well-being of the person, how is it possible that this can be pursued in a context devoid of the prerequisites of the important determinants of health? What is possible to do to overcome this gap? To answer these questions, the analysis has shifted inside prisons, as if to imagine trying to break down, as far as possible, the thick wall not only physical, that has separated (and probably continues to separate) detainees by the "external." So that, in fact, the prison facilities are able to implementing this new idea of treatment is necessary that even the organizational structure of the entire government machinery is consistent with this objective.

Hence the study of organizational theories, first turned to the "profit orientend" world, and then to that of the "Public Administrations" to travel some significant evolutionary step in the development of organizational studies that initially is focused inside the organizations and then more and more open to the context in which the same are located. Thus, also in the study of public administration, have gradually spread their concepts of the corporate world first with the New Public Management, then with the New Public Governance to the most recent strand of the New Public Service in which, among other things, the citizen is not just a user, but it is co-producer of public services.

This resulted in increasing the disappearance of the borders of the Administration and of the logic of competition in favor of an integration between public and private sectors aimed at cooperation to which now respond lattice or even complex structures (Faggioni, Simon, 2009; Simon, 1988 ; De Toni, 1996) in which the "best solution" is the one that is adaptive by the people who work there. Therefore, the organizational study moves from the structure analysis ("macro") reports that govern it ("meso") up to the resources that will operate ("micro").

Starting from the analysis of a case study (Yin R., 2003; Patton, 1985), exploratory applied to an important penitentiary, mixed type survey instruments have been adopted: the quantity and quality in order to photograph the existing reality (P. Corbetta, 2003; Sherman and Webb, 1988). In the first part of the research, therefore, it was outlined the transition of prison health by the Ministry of Justice to the local health authorities, with the aim of studying the macro-organizational structure resulting from this transition, as well as the impact in terms of health personnel spending .

Subsequently, the analysis is directed by law and real investigation of the reports in place in this case. The methodology used is the Social Network Analysis (A. Salvini, 2007; J. Scott, 2002; Borgatti, Everett, Johnson 2013; Wasserman, Faust 1994; Cross, Parker 2004) which is expressed in the mapping of relations as well as relations of existing collaboration between the various actors involved in the process, comparing the emerging network from legal sources with the existing one in reality. This is to imagine to draw the boundaries of the context that concerns the health-system (D. Mascia, 2009): the composition of the actors who are part of it, the existing ties of cooperation and partnership, but above potential (Lomi A., 1991).

Finally, the focus has shifted to the "micro" dimension to investigated by the motivation of staff who are directly involved in the process. The study is focused on the components of motivation (Perry, 1990) that move the professional acting and explore, therefore, in the third step, as the potential of human resource can contribute to the ability to self-adapt to resilient organization able to meet the challenge of the complexity. This is to find out which lever allows the real transition from adoption of the organizational model dictated by the laws for implementation of the same: which driver enables the real transition towards a perspective of socio-health integration (Starace F, 2011) and real well- psychophysical being of the detained person.

From the systemic reading of the findings in the three analyzes emerges, in fact, that the only provision of the law is not enough to actually re-organize a public service and that the operation of the service is always responsive to the logic of proximity with the user. Hence the resulting account, in contrast to what one might imagine, that the strongest driver of public action lies in the motivation of employees, and is especially influenced by the component of empathy and commitment with the context in which they operate.

The people make possible the prison-area connection, which becomes the keystone for the intelligent management of the system of prison health.

The territorial integration strategy, in fact, refer to a concept of smart land management in a context of inclusiveness and territorial cohesion, open government, sustainability, as well as cooperation and development opportunities between public administrations, companies, finance and citizens. A

governance of type Smart founded, therefore, on an architecture "horizontal", able to overcome the vertical dimension that distinguishes the management of individual administrations.

To this it is connected the role of managers, who are now increasingly understood as intelligent, competent managers in their specific professional sphere, and capable of activating bridges with the other players in the region to complement the membership structure with the reference context. A skill, therefore, smartness can completely change the idea of the prison: from exclusion to social inclusion that can be the driver that can trigger territorial integration point of view of cohesion, equity and sustainability.

In this sense it is possible to work out a response to the complexity in simplicity. It is the bottom line of "semplicità" (Berthoz, A., 2011); it is the common thread of self-organization response; it is the desire to listen to those who have a wealth of experience that is not said to be less "heavy" of important and valuable methodological tools; is the desire to engage in listening. It is urging the strings that may be able to increase the level of trust in the administration of belonging and be the glue to the outside is able to promote the effective and coveted "territorial cohesion" in the name of growth, sustainability and cooperation (D. Mascia, Di Vincenzo F., 2011).

Simplify a complex world is never easy. It requires in particular the ability to inhibit, select, connect, imagine. In this sense, we find the organization as a metaphor borrowed from nature, that this time the can imagine in its chameleon-like appearance; capable, that is, to blend completely with the surrounding reality to make hardly noticeable the border of their own identity.

This brings the analysis of complex adaptive systems in which more than being a strong component of the organizational structure, it is the adaptability, in fact, in complex situations.

This ability, however, does not reside exclusively in cognitive skills, then the mind, but in the ability to reconcile the mind / body with the space in which the individual is placed. This is the underlying principle dell'Enattivismo (Tettamanti, M., 2013) that addresses how to deal with complex situations.

This is reflected in the different theories and models that affect the health and territorial integration implementation such as community care, the integrated governance, (techno centrism, ecocentrism, sustaincentrism), the patient engagement (experience-based co-design), the consumer-directed program, the chronic care model.

The protection and promotion of health is, well, not only the end of the process, but the input that activates the levers of integration among people and institutions, and create a shared value premise in the territory (Longo, F., Salvatore, D ., anchors, S., Pinelli, N., 2010) based on the development of attitudes and motivation. Able to allow the passage from adoption to implementation.

The components of the motivation thus become one of the organizational determinants of complex network. In particular, the empathy, which constitutes a component not only of motivation but also of emotional intelligence is able, therefore, to develop a climate of trust and belonging to their working environment, which is important not only for the user but even for those who work (organizational trust), such that resilient organization. This is the main goal of a government "smart" that really wants to innovate and evolve from within to be ready to face the challenge of the complexity and growth; able, that is, to become the development driver for the territory in which it is located and "embadded".