

# Preface

In the current context of international economy crisis, the control of public expenditure appears to be now a *diktat* imposed by finance institutions, to ensure continued economic growth and, at least, maintain the levels of well-being achieved by individual nations.

In these scenarios, the economic evaluation of public and private decisions, if equipped with collective importance, enters fully into the behavioral ethics of the policy makers and technocrats called upon to manage the public sector.

In recent years, several approaches have been developed, in a business management perspective, for the study and innovation of Public Administration (PA).

These frameworks of ideas, apart from some significant conceptual differences, have in common the goal of improving efficiency, effectiveness, economic and equitable decision-making, and operations implemented by the various companies that make up the Public Administration.

The differences mentioned in the approaches refer to the combination of the importance that certain variables undertake in the different analytical frameworks. The variables analyzed in this work are due to the different role of governance assumed by public entities in the network of relationships, which are the central node, and the logic and mechanisms through which these bodies, in accordance with the conditions of efficiency, effectiveness, cost, and equity, protect and control public interest.

With reference to the first variable, a central vision of public administration, understood as a structured body in which allocation decisions of resources among its subjects are made by an organization/institution at the center of the constellation, is opposed to a vision of PA with less rigid boundaries, in which the public and private entities involved align their aims in compliance with public interest through a process of delegation and co-participation decision logic.

With reference to the other variable, in the various PA approaches studied, there is an alternation of logic that for some areas of research, equitable economic protection of public interest is entrusted to the introduction of competitive mechanisms, while for others the same objective is achievable through the strengthening of collaborative logic of those who form the PA.

Starting with the study of international management on the evolution of PA, this work aims to study the evolution of decisional logic that has affected the NHS and the analysis of the approach used in support of decision better known as Health Technology Assessment (HTA).

Therefore, in the first part, this work describes how the different approaches, succeeding one another over time, in the study of public administration, have influenced the evolution of logic and the tools used to support public decision.

This introductory part presents the theoretical framework of reference, on which the sample model used to illustrate how the evolution of management theories has influenced the decision-making processes related to the selection of the different allocative solutions to be applied to the healthcare systems on which it is based.

In the next part, a sample model for the study of public decision in healthcare is proposed: HTA.

However, the theory and the practical evidence in the work undoubtedly show that the assessment tools alone may not be sufficient for the containment of public expenditure, nevertheless, they represent a valid “modus operandi” for a more effective and efficient allocation of resources, poor by definition, among the various possible uses, in function of the current and future needs of the community.

In conclusion, I would especially like to thank Prof. Giorgio Liguori, Professor of Hygiene at my University, for his invaluable support in the study of healthcare technologies and Dr. Patrizia Belfiore, as well as other colleagues of the Territorial Institutions Department with whom the work reported in this document was carried out.

To each and everyone I extend my sincere thanks, it being understood that I take exclusive responsibility for inaccuracies or omissions that may be present in the work.

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