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**Homework 3**  
**2021FA - EMPA Intro to Public Administration**  
**20:831:501:90**

The article chosen for this assignment highlights the practical and current application of the New Public Management Theory (Denhardt & Denhardt, 2000) through establishing a public-private partnership specific to healthcare innovation. In a recent article titled "Groundbreaking Held for NJ Innovation Technology Hub" written by Anthony Birritteri, Editor-in-Chief for New Jersey Business (Birritteri, 2021), the author outlines the creation of the newly formed NJ Innovation Technology Hub (The Hub), which will be located in New Brunswick, NJ. The Hub is a partnership between public and private academic institutions and private, not-for-profit healthcare systems, including Princeton University, Rutgers University, Hackensack Meridian Health, and RWJBarnabas Health. The Hub will occupy a 550,000-square-foot building in downtown New Brunswick across from the New Brunswick Train Station. The \$665 million project will be funded by the County of Middlesex and the State of New Jersey and managed by two private business and economic development organizations, the New Jersey Economic Development Authority and the New Brunswick Development Corporation. The Hub, expected to open in 2024, will also be the new location of the Rutgers Robert Wood Johnson Medical School and the Rutgers Institute for Translational Medicine and Science (Birritteri, 2021). In a supporting article on NJ.com by Spencer Kent titled, "'The Hub' is coming to NJ The research center will have no rival, Murphy says" (Kent, 2021). Governor Phil Murphy describes the purpose of The Hub in a quote saying, "It (The Hub) will be a place where doctors and researchers will work shoulder to shoulder on innovative treatments and solutions from bench

to bedside.” He added, “Think about it this way: The Hub will be that rare standalone center where clinicians and researchers from across the pharma and life science sectors can have immediate and daily access to academic and industry experts as they fine-tune their events.” (Kent, 2021)

In a traditional sense, public-private partnerships (PPP) are defined as "a partnership between an agency of the government and the private sector in the delivery of goods or services to the public." (Sadran, 2019). Based on lessons from this course and as described in (Batley, 1996), public-private partnerships represent a practical application of the New Public Management Theory (Denhardt & Denhardt, 2000). According to Wikipedia, “The advancement of public-private partnerships, as a concept and a practice, is a product of the new public management of the late 20th century, the rise of neoliberalism, and globalization pressures (contributors, 2021).

While much focus has been on outsourcing healthcare delivery to private organizations, the New Public Management theory also highlights that an advantage of public-private partnerships is creating and growing coalitions/networks to address complex issues and needs (Simonet, 2015). The chosen article outlines the practical application of a coalition funded and facilitated by the government focused on improvements and innovation to address the growing need for medical treatments and healthcare delivery. Rather than the government directly funding research and the direct delivery of healthcare, The Hub helps guide and foster innovation to improve public health. This represents a newer approach to the traditional public-private partnership that primarily focuses on the public funding of a private organization to deliver a public service. The Hub aims not to deliver service but instead create and fund a space

for collaboration that leverages the strengths and resources of many organizations. Without The Hub, it can be assumed that the organizations involved would work in competition and silos, limiting the ability to maximize resources and innovation.

In the article reviewed in a previous lesson (Denhardt & Denhardt, 2000), the New Public Management theory is described as “steering,” which I believe The Hub is an excellent example of. The Hub represents government funding to steer and enable a multi-sectorial collaboration/coalition to innovate new research by leveraging entrepreneurial spirit and a market-driven approach (Denhardt & Denhardt, 2000).

The Hub is also an example of how government can foster the use of shared public values (Box, 1999) to leverage all public and private resources to address the need of the public. The Hub will also better connect research and innovation to the private sector, where new treatments can be brought to scale.

Lastly, as highlighted in a video created by The New Brunswick Development Corporation <https://www.youtube.com/watch?v=Oh7rp-9FL68> (NBDEVCO, 2021), beyond the impact on healthcare advancement, The Hub will also be a significant economic driver for the community.

In an article by Katie Adams of Becker’s Hospital Review (Adams, 2021), The New Jersey Hub is one of seven healthcare innovation centers set to open soon. Additionally, in a blog published by healthaffairs.org (Tsai, 2021), the Centers for Medicare and Medicaid Services have laid out future strategies focused on innovation, such as the work planned for The Hub (Tsai, 2021).

The Hub described in the chosen article provides evidence that public-private partnerships are becoming more widely adopted, thereby further expanding the practical application of the New Public Management theory. While public-private partnerships traditionally focus on bilateral

collaborations between pharmaceutical companies and academic institutes (de Vrueth, de Vlieger, & Crommelin, 2019), The Hub represents a newer, more multi-sectoral, diversified model application. In an article just published last month titled "Accessing Social Value from Profit-Oriented Public–Private Partnership" (Kociemska, 2021), the authors demonstrate an enduring value and application of the New Public Management theory. The article describes how public organizations look to access social value from profit-oriented public–private partnerships and that research demonstrates “how to access social value from profit-oriented public–private partnership’ and supports “public–private partnerships as a vehicle where profitability and social goals can be met.” (Kociemska, 2021).

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