

Elderly care in transition – Management,
meaning and identity at work

ANNETTE KAMP AND HELGE HVID (EDS)

**Elderly care in transition – Management,
meaning and identity at work**

A Scandinavian perspective

Copenhagen Business School Press

Elderly Care in Transition
– Management, Meaning and Identity at Work

A Scandinavian Perspective

© Copenhagen Business School Press, 2012

Typeset and e-book production: SI Grafik

Cover design by Klahr | Graphic Design

1st printed edition 2012

1st e-edition 2012

e-ISBN: 978-87-630-9936-3

Copenhagen Business School Press

Rosenoerns Allé 9

DK-1970 Frederiksberg C

Denmark

Tlf: + 45 38 15 38 80

Fax: + 45 35 35 78 22

slforlagene@samfundslitteratur.dk

www.cbspress.dk

All rights reserved. No part of this publication may be reproduced or used in any form or by any means – graphic, electronic or mechanical including photocopying, recording, taping or information storage or retrieval system – without permission in writing from Copenhagen Business School Press at www.cbspress.dk.

Table of Contents

About the authors · 9

1. Introduction: Elderly care in transition · 13

ANNETTE KAMP AND HELGE HVID

Three types of criticism of modernisation · 15

Objectives and background of the book · 20

Introduction to the chapters of the book · 21

References · 26

2. Paradoxes in Elderly Care: The Nordic Model · 29

HANNE MARLENE DAHL AND BENTE RASMUSSEN

Introduction · 29

A Nordic model in elderly care? · 31

State engineered professionalisation · 33

New Public Management: Context and ambiguity · 35

New Public Management as quality: Standardisation and free choice · 38

Quality, meaning and resistance · 39

Paradoxes · 41

Conclusion · 42

References · 45

3. The quest for the meaning of work: Competing concepts of meaning · 51

ANNETTE KAMP

Introduction · 51

The classic conceptions: Controversies on meaning, motivation and work · 54

Meaning of work: a critical perspective · 59

A management perspective on meaning · 63

Meaning from a transformation perspective · 69

Conclusion and perspectives · 73

References · 76

4. Knowledge at play: Positioning care workers as professionals through scientific rationality and caring dispositions · 83

ANDREAS FEJES

Introduction · 83

Background · 85

Method · 89

Policy discourse on professionalisation · 90

Constituting a caring self: caring *for* and caring about · 92

Acknowledging caring dispositions · 95

Discussion · 100

References · 103

5. Meaning of work in elderly care in Denmark: Fragile reconstructions · 107

ANNETTE KAMP

Introduction · 107

Meaning of work – a dynamic approach · 110

The emergence of professional identities · 113

Home helpers at a crossroads · 116

Different perspectives – the meaning of work · 117

Meaning and identity in transition · 125

Concluding discussion · 128

References · 130

6. The meaning of work from subjective and intersubjective perspectives – a daily conflict of creating and losing meaning in elderly care · 133

BETINA DYBBROE

Acknowledgement of workers' subjective meaning in elderly care · 136

Subjective meaning · 140

The meeting · 142

A case of intersubjective and subjective meaning · 145

Meaning in the meeting of a care worker, a dying patient and relatives · 146

Subjective meaning in care work · 148

Subjective meaning in the meeting with societal structures · 150

Meaning from a managerial perspective · 153

Concluding remarks · 159

References · 160

7. New Public Management: Constructing a new management identity in care for the elderly · 165

BENTE RASMUSSEN

Introduction · 165

Power, freedom and self-discipline · 167

Managing public services · 169

Method and data · 172

Power and freedom to manage in nursing homes · 174

Boundless work in home-based care · 177

Power and freedom to manage? · 182

References · 186

8. Creating meaning in dementia care work – a story of (re) professionalisation? · 189

PERNILLE BOTTRUP AND PER BRUHN

Introduction · 189

A brief glance into the world of a dementia care centre · 191

Dementia care work – a historical perspective · 193

Creation of meaning as a learning process · 201

Meaning in dementia care – case analysis · 204

Summary and conclusion · 222

References · 227

9. The future of elderly care – beyond New Public Management? · 231

HELGE HVID AND ANNETTE KAMP

The external perspective: Scandinavian elderly care as an object lesson · 231

The internal perspective: Scandinavian elderly care as a maltreatment sector · 233

New Public Management and the quality of elderly care · 234

New outlook? · 236

Innovation in elderly care daily practice · 237

Gradual professionalisation · 239

Changes in local management? · 241

Changes in management systems? · 242

Beyond New Public Management? · 243

References · 244

