

# THE ORGANISATION OF RISK: HOW DEMENTIA CARE PROVIDERS RESPOND TO REGULATION

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# *Our partners*



# OVERVIEW



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- *3 year research project funded by the NHMRC Cognitive Decline Partnership Centre*
- *Involved 3 Provider Organisations—Brightwater Care Group, HammondCare, Helping Hand Aged Care, plus Dementia Australia's Dementia Consumer Network and the Brotherhood of St Laurence*

## AIMS

- ***Develop a nuanced and deeper understanding of regulating care***
- ***Explore regulation at the SYSTEM, ORGANISATION and PRACTICE levels***



# RESEARCH DESIGN

## PHASE 1

### Reviewing

Making connections to key themes in previous research

### Mapping

Understanding the regulatory environment and pathways

### Designing

Using emerging findings to plan and guide data collection

## PHASE 2

### Interviewing

Gaining perspectives from stakeholder knowledge

### Analysing

Identifying recurring issues and cross-group differences

### Refining

Using findings to shape focus and move research forward

## PHASE 3

### Visiting

Examining practice with providers on site

### Surveying

Developing a perspective based on different organisational levels and cultures

### Interviewing

Interviewing consumer groups and carers

### Interpreting

Using findings to frame adaptive approaches

## PHASE 4

### Advising

Providing findings and recommendations to partners

### Networking

Conducting final visits and circulating findings

### Concluding

Completing the project and looking ahead

Identifying the architecture of a complex system

Understanding the state of regulatory play

Examining organisations in action

Recommending effective change

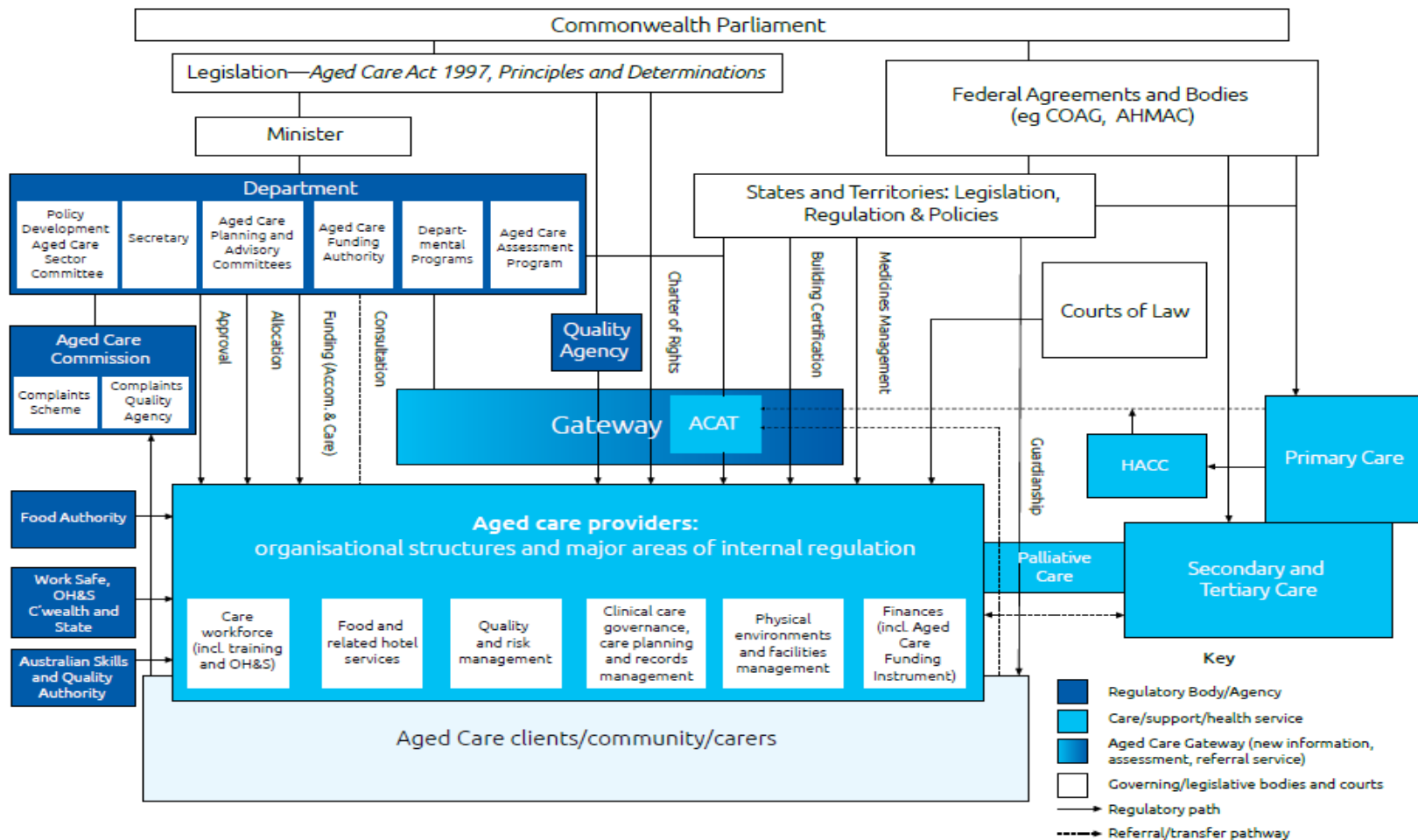
# REGULATING AGED AND DEMENTIA CARE: A COMPLEX SYSTEM



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- *Governing care at a distance*
- *A complex regulatory system that has evolved over time*
- *Contested, and not just about more vs less, good vs bad*
- *Regulating care as an interpretive space*
- *'Hard' and 'Soft' regulation*
- *Regulating dementia care*

# Aged Care Regulatory Framework



NATIVE  
LINE  
PARTNERSHIP  
TREE

# REGULATORY 'CLUSTERS'



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- *Mapping the care system and navigating pathways through care*
- *Regulatory clusters; four kinds of clustering*
  - Overlap and duplication
  - Transitions
  - Accretion over time
  - Risky clusters

# EXAMINING ORGANISATIONS



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- ***Acts of translation: Hard/soft regulation***
- ***Organisational cultures***
  - Above and beyond'
  - 'Push-back'
  - 'Systems'
  - Organising space
- ***Levels of organisation: Senior Management, Facility Management, Direct Care Workforce***
- ***Managing boundaries***



# REGULATION AND EVERYDAY PRACTICE



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- *Balancing emotional labour and person-centred care*
- *Misattention*
- *Puzzle approach*
  - Empathy
  - Professional distancing
  - Problem-solving

# REGULATION FOR CARE-USERS



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- *Rights and entitlements*
- *Regulation and quality care*
- *Advocacy*
- *Managing transitions and navigating a complex system*
- *Autonomy*

*In a best case scenario regulation would form a secure background that allowed people with dementia to simply get on with their lives*

# CONCLUSIONS

***Regulations cluster around particular care activities and transitions. Clustering also occurs at a system level, in response to risk and scandal, and can lead to overlap and duplication***

***Organisations respond to the demands of regulation through a process of interpretation, cultural preference and specialisation by organisational level***

***An analysis of everyday practice identified two distinctive staff approaches toward dementia care within a regulated environment: misattention and a puzzle approach.***

***The interaction between regulation and provision leaves room for adaptation and interpretation***

***Regulation contains a continuum from risk aversion to innovation***



# RECOMMENDING CHANGE

*Addressing system overlap, duplication and intent*

*Regulatory clusters, innovation and consumer engagement*

*Organisational differentiation and risk management*

*Welfare markets and the role of regulation*



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***Further contact [ashley.carr@unimelb.edu.au](mailto:ashley.carr@unimelb.edu.au)***



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Brotherhood  
of St Laurence

Working for an Australia free of poverty

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*Thank you*



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