



Promoting Independence in Devon

Our 5 Year Plan
for Adult Social Care
2018

Most people tell us that what matters to them is to stay living safely at home in their community, surrounded by their family and friends, where they can retain their independence for as long as possible. We aim to help adults in Devon find the solutions they need to achieve this.

We have updated our vision for adult social care through conversations with the people who use our services and their carers, our staff and those of independent and voluntary sector providers, and colleagues in partner organisations and across the council.

We are seeking to create conditions in which people can lead fulfilling lives as independently as they are able, through being informed, secure and connected:

- **Independent** – People who are ambitious about living lives they have choice in and control over.
- **Informed** – People who know how they can get the support they need, when they need it, to help with the things that matter most to them.
- **Secure** – People who feel safe and confident that they can make the choices they want about how they live.
- **Connected** – People who have rewarding relationships and involvement with their family, social networks, and communities rather than feeling lonely or isolated.

We cannot do this alone and are working within the council and across the wider health and care system in developing and delivering our plan. This involves a long-term shift in the deployment of our limited resources to achieve these better outcomes in a sustainable way. We will continue to assess progress in our [Annual Report](#).



Jennie Stephens
Chief Officer for Adult Care and Health



Councillor Andrew Leadbetter
Cabinet Member for Adult Care and Health

The **case for change**:

- As the population of Devon changes, with people living longer, including those with long-term conditions and disabilities, **demand for adult social care is increasing**, making it more challenging to maintain sufficient, high-quality, affordable services.
- The biggest referrers to adult social care in Devon are the NHS and we can only **change the culture and practice** of our health and care system by working together to achieve the best outcomes.
- The **health and care system is financially challenged**, and we need to transform the way we do things by supporting more people in their communities and own homes if the current system is to become clinically and financially sustainable.
- We need to **change our models of delivery and commissioning approaches** to those that are centred on the person and promote their independence, not encourage dependence on services when there are better solutions for them.
- In particular we need to make **more short term services** available to support people with fully integrated, community-based health and care services to maximise their independence in their own home wherever possible.

What **promoting independence** means:

- Through **prevention**: creating the conditions where people and communities help themselves.
- In **integration**: making independence the key outcome of all services and the core principle of shared culture, preparing people for recovery in all stages of health intervention.
- At **first contact**: effectively meeting people's needs through information, advice, signposting, diverting them from dependence on care services.
- In our **care management practice**: focussing on strengths of individuals, their families and social networks, and their communities to help people help themselves and each other.
- Through **short-term interventions**: developing the range of services we offer collaborating with NHS partners, extending their reach, improving their effectiveness, and ensuring appropriate access and triage.
- Through **long-term services**: making the default expectation the maximisation of independence, introducing outcomes-based commissioning to achieve this.

How this fits with our other strategies and plans



People sometimes tell us they want to engage with what we are trying to achieve, why and how but don't understand how our various strategies and plans fit together. Several of these are statutory documents we have to produce, others are agreed locally, usually involving the people who use our services and their carers:

Document	Purpose
Joint Strategic Needs Assessment	This statutory document gathers together the main evidence that helps us understand the population of Devon and their needs. It is refreshed annually.
Joint Health and Wellbeing Strategy	This statutory document considers that evidence and sets the priorities and goals we want to achieve for the people of Devon. It is agreed by the Health and Wellbeing Board on a three year cycle. All organisational and partnership strategies and plans should refer to it.
The wider Devon Sustainability and Transformation Plan	This statutory document takes the health and wellbeing priorities for Devon, Plymouth and Torbay and determines how health and care services should be shaped to deliver those objectives. It informs the operating plans of each partner.
This plan	'Promoting Independence in Devon' is the five year operating plan for adult social care in Devon and is refreshed annually. It includes a vision for the distinctive role social care has to play in the health and wellbeing system.
Our Annual Report	Our annual report assesses how well we are doing in delivering that plan and whether we are making a positive difference to people's lives. It is published annually.
Our Market Position Statement	This statutory document considers the demand for and supply of social care services and is aimed at the market of service providers we commission from.
Our service strategies and plans	We also publish strategies and plans, jointly where appropriate, regarding specific services and how we intend to meet the needs of particular groups.

Many people don't come into as regular contact with social care as they do with the NHS or other council services but it has an impact on all of our lives:

- **It is estimated 25,000 people in Devon are employed in social care**, 85% in the independent and voluntary sector, 10% self-employed and 5% by the local authority. They work for a range of commercial and voluntary sector organisations including almost 500 providers regulated by the Care Quality Commission.
- **There are around 1,500 vacancies** at any time, providing vital paid work opportunities in local communities, with starting wages often more than the national living wage and a range of training and development opportunities to progress as promoted by [Proud to Care](#). Two-thirds of these are filled by people furthering their career in the health and care sector, with one-third by new recruits with opportunities to suit people in a variety of circumstances.
- **Most of the money spent on social care by local authorities, NHS and individuals in Devon stays in Devon** with more than half paid in wages to local residents. Half of social care is funded by the person who receives it or their family. Much of what the local authority spends is in the control of the individual through a direct payment enabling them to choose how they are best supported.
- **The sector is one of the fastest growing in the economy**, with the number of people employed increasing by more than 1% per annum as our population ages and people with disabilities and long-term conditions live longer.
- **The local authority supports more than 17,000 people to live as independently as they can**, meeting the needs of people with learning disabilities, physical disabilities, sensory impairments, dementia, frailty and loneliness a third of whom are under 65 and a third over 85.
- **We also support four thousand [carers](#)** each year as they support their loved ones and seek to keep as many carers and users of our services as we can in active and paid employment.

The **adult social care system** offers help, care and support to people with a wide range of needs arising from disability, illness or other life situations. It helps people to live as independently as possible, protects people from harm in vulnerable situations, balances risks with rights, and offers **essential help at times of crisis**.

Support is provided in people's own homes, residential and nursing homes, or other community settings. Unlike NHS care, most of **these services involve an assessment of the individual's 'eligible' needs and are means-tested**.

In the first years of austerity, adult social care services managed to **achieve more for less** through efficient and effective commissioning and provision. More recent analysis suggests growing unmet need with support focussed on those whose need is greatest and means most limited.

With our legislative framework clarified by the **Care Act (2014)** but long-term reform of the system remaining an ongoing challenge, the forthcoming **Green Paper** offers the opportunity to have an honest conversation with the public about expectations and their affordability.

In its [annual budget survey](#), the **Association of Directors of Adult Social Services** concluded:

- Despite council protection, adult social care continues to have to make significant cuts;
- There are real concerns about the sustainability of the care market;
- Support for and pressures from the NHS are increasing and the Better Care Fund is not providing all of the additional resources social care needs;
- The increasing care needs of working age adults are having a growing financial impact;
- Prevention is recognised as a major way of making savings, but it is challenging to prioritise;
- There is still an urgent need to find a long term sustainable solution for funding adult social care.

In its annual [State of Care Report](#), the **Care Quality Commission** concluded:

- The real spend on adult social care is reducing while demand is rising leading to rising unmet need;
- The quality of services is generally good but too variable;
- Nursing home bed numbers are reducing and home care agencies are handing back contracts indicating an increasingly fragile market.

The challenges we face in Devon



We draw evidence from the [Joint Strategic Needs Assessment](#) in considering the challenges we face in Devon:

- An **ageing population** which is also growing faster than the national average;
- A sparse and predominantly **rural population** with patterns of deprivation marked by isolated pockets and hidden need;
- Significant **inequalities** in healthy life expectancy between the most and least deprived parts of the county that can only be impacted on by changing social, environmental and behavioural factors determining health;
- The **extending life expectancy** of people with learning and physical disabilities;
- The growing number of people with often multiple unpaid **caring responsibilities**;
- The **growing number of people with long-term conditions**, sensory impairment, dementia, cancer and other health problems;
- Growing levels of severe **frailty** in the population with increasing early onset;
- High levels of **social isolation** resulting in loneliness with mental health needs increasingly pressing in all age groups;
- **Improvements in health-related behaviours in younger age groups** not mirrored by the middle-aged and elderly;
- A disparity between the quality of indoor and outdoor environments in Devon with **housing** both unaffordable and of variable quality and incomes lower than the national average;
- Changes in the **benefits system** having unforeseen consequences;
- A working age population that is not growing at the same rate as the non-working population with **recruitment and retention challenges** in our workforce escalating;
- A complex organisational **geography** with multiple NHS partners.

How we are performing

As part of the government's sector-led approach to improving social care, we make statutory returns which enable comparative performance to be analysed through the Adult Social Care Outcomes Framework and associated publications in our [Annual Report](#):

- Our 'promoting independence' approach has brought the **number of people** dependent on our support to comparator levels, and the rate of placements into care homes is relatively low, but we support significantly more working age adults than is typical, in particular in community settings.
- Although our **short-term services** aimed at restoring people's independence are effective, we know we can extend their reach in partnership with the NHS.
- We are comparatively good at preventing unplanned admissions into hospital but despite recent improvements have more to do to avoid delayed transfers of care into the community.
- Our **expenditure** on adult social care relative to our population is in line with comparators and we are currently delivering within budget.
- Our **unit costs** are in line with the regional average.
- Our **support to carers** is consistently delivered through direct payments giving them choice and control.
- People with **learning disabilities** or with **mental health needs** are more likely to be in paid employment and living independently than is typical elsewhere and we aspire to do even better.
- The **quality** of adult social care service providers is rated significantly higher in Devon than the national average and our overall satisfaction ratings are in line with comparators.
- Our level of **safeguarding** concerns and enquiries is well below the comparator average, and our Safeguarding Adults Board is raising awareness and changing practice accordingly.
- We have convened focus groups of service users and carers to understand our less positive **survey results**, seeking to improve people's perceptions of safety and reduce social isolation.
- Our **social care workforce** turnover is reducing and vacancy rates are less high than many comparators but we have more to do to ensure sufficient, high quality, affordable services into the future.

The adult social care functions of local authorities are not subject to routine inspection. Instead, we participate in a national and regional approach to sector-led improvement which includes: the publication of an [Annual Report](#); the undertaking of mandatory data returns; periodic peer review and an annual self-assessment subject to external moderation and challenge, with the independent facilitator concluding:

Strengths

- Strong and clear leadership;
- Demonstrable good relationships across the system;
- Track record of making budget savings;
- A learning organisation that welcomes challenge;
- Comprehensive performance framework and sector leading analysis of data;
- Increasingly influential as a strategic commissioner;
- ‘Promoting Independence’ agenda is being embedded, common language developing across health and care.

Risks

- The volume and pace of change is very challenging;
- The financial pressures across the organisation, but especially in adult social care with its particular supply and demand pressures, are enormous;
- The ‘Promoting Independence’ agenda must be embedded across all service delivery and all commissioning activity.

Different approaches to consider

Learning disabilities

Explore the opportunities to input into national and regional support programmes to understand approaches to market shaping, commissioning and delivery of service that will promote independence.

Accommodation with care

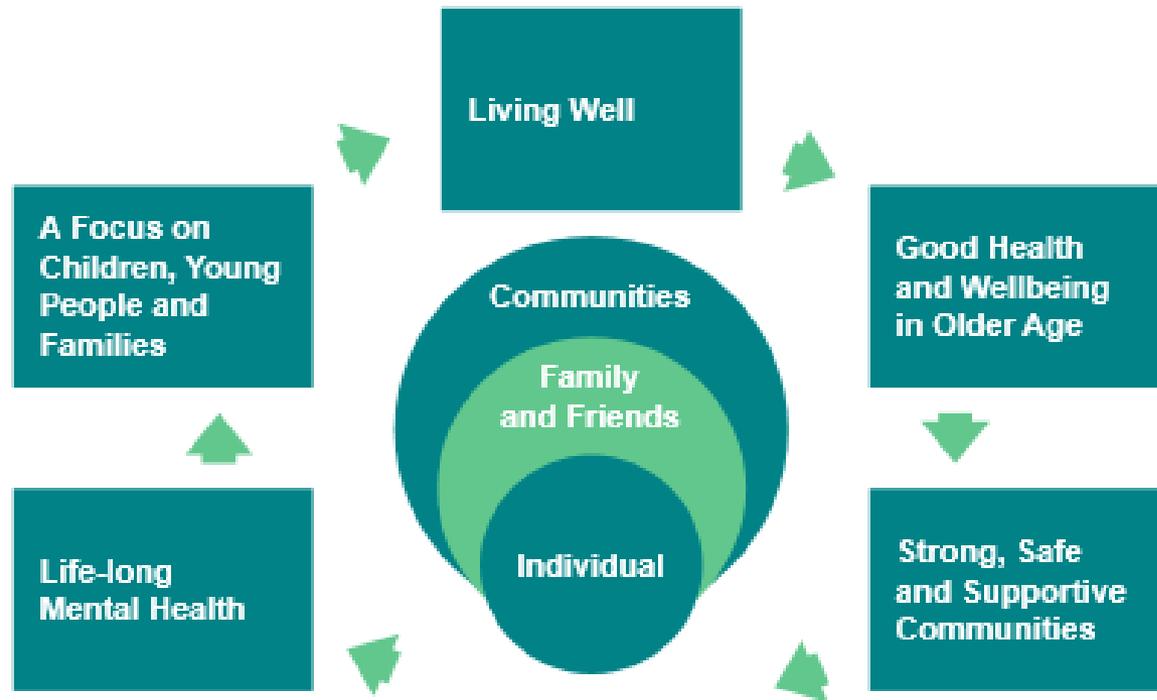
Explore how collaborative working with district and city council partners and others could support the development of an accommodation with care strategy.

Personalisation

Review the effectiveness of the council’s Direct Payments offer and its alignment to ‘Promoting Independence.’

Community development

Seek to better understand how other areas are utilising the voluntary and community sector to support the delivery of non-commissioned services and adult social care processes e.g. prevention, care management.



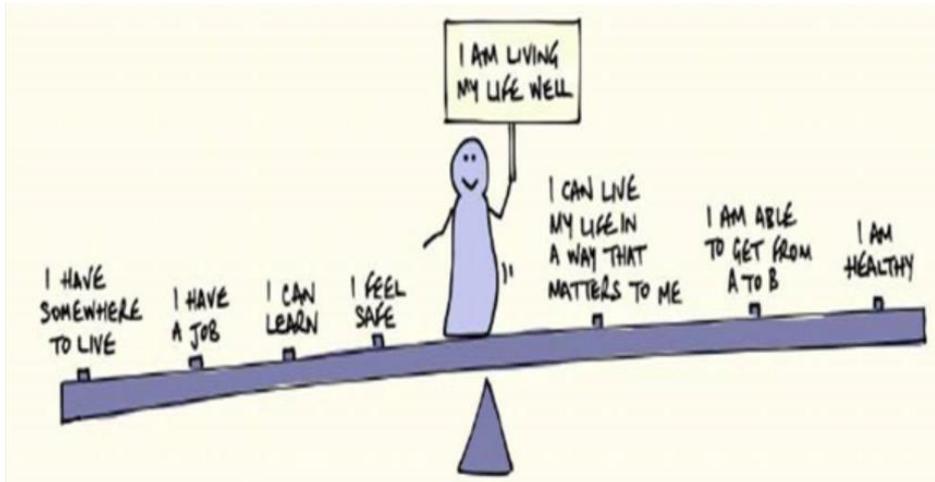
Health and care services only contribute 10% to the determinants of people's health and wellbeing.

For most of us the choices we make are more important than the treatment we receive in impacting our health. All public services can influence people's behaviour in making healthier choices, not just public health, and all of us have a responsibility to consider the consequences of our actions for ourselves and those around us.

The county council and its partners are key in shaping the places which people inhabit – the social and environmental context in which we live our lives according to what matters to us including the house where we live, the community in which it is situated, and the learning and working opportunities available to us.

Our shared objectives for the people of Devon are articulated in the [Devon Joint Health and Wellbeing Strategy](#).

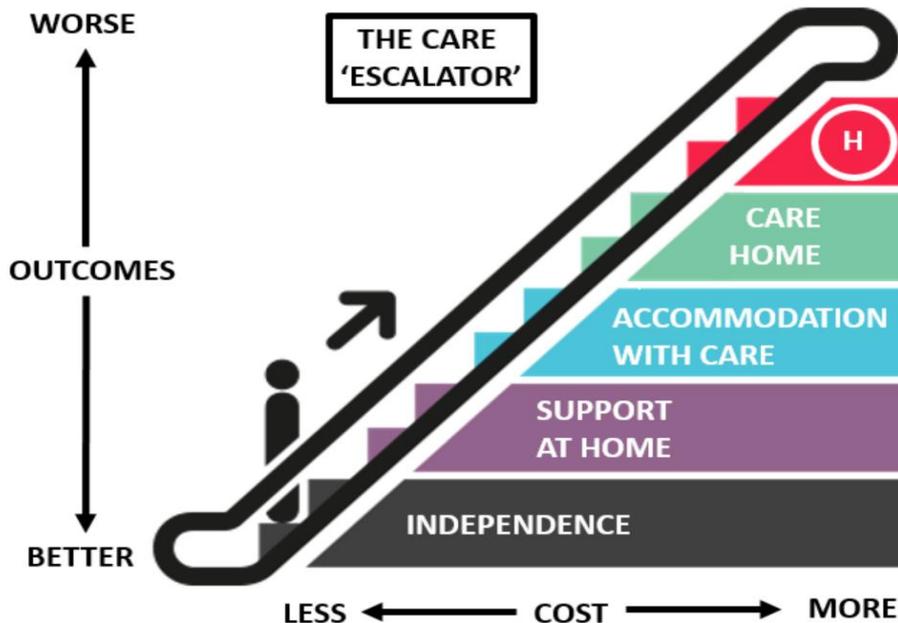
Doing what matters



In Devon we aim to support people to keep their life in balance and live well.

In adult social care we are focussed on keeping people as safe, healthy and independent as they can be by being informed, secure and connected.

In changing our services, we are working with and listening to people to better understand what matters to them and redefining our purpose and how we measure success on that basis.



We start with the assumption that the more independent people are, the better outcomes they will achieve and at lower cost.

Once someone is receiving adult care support they risk their needs escalating unless we work with them, and the people who care for them, to keep them as independent as possible in the place most appropriate to their needs at that time.

For most people most of the time that will be in their own home which is where people tell us they want to be.

For some people some of the time this will be in hospital or specialist settings where we will work to get them home whenever it is safe to do so.

Our vision for adult social care in Devon

Our **vision** is to enable the people of Devon to live longer, better, happier lives as independently as they can:

Our Vision

Informed

People who know how they can get the support they need, when they need it, to help with the things that matter most to them.

Secure

People who feel safe and confident, so that they can make the choices they want about how they live.

Connected

People who have rewarding relationships and involvement with others in their social networks and communities

Independent

People who can lead lives that are as independent and fulfilling as possible through being, **Informed**, **Secure** and **Connected**.

How we work

We will:

- Listen to people to understand what is important to them
- Learn what people's abilities and challenges are.
- Recognise and nurture people's potential
- Support people to achieve their aims and goals
- Inspire and empower people through our own behaviour
- Be ambitious and have high expectations for ourselves and others
- Listen, learn and adapt, particularly when things go wrong
- Be brave, agile and innovative
- Demonstrate collective responsibility, and confidence.
- Respect our differences in an open, honest and trusting way
- Celebrate success

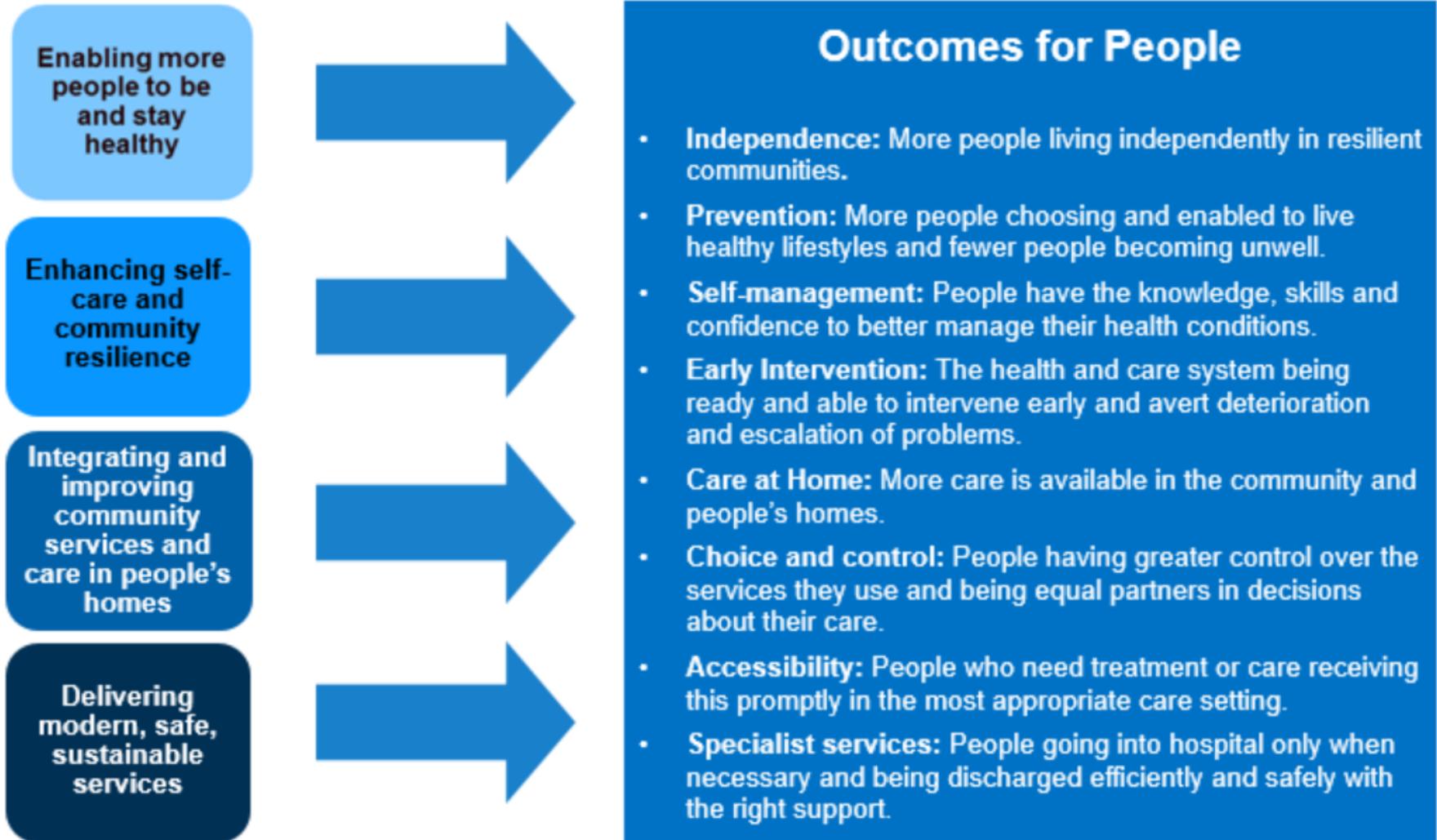
We will promote these values and priorities to everyone we work with

Priorities

- Promoting Independence through;*
 - Identifying and making the most of people's strengths
 - More use of effective short-term support
 - Supporting and working in partnership with Carers
 - Enabling and developing communities to support targeted prevention.
 - Enabling people to gain employment wherever possible
 - Creative use of technology
 - Commissioning services that target prevention and promote independence
- Protecting Adults At Risk of abuse and neglect and helping them to feel safe*
- Reducing isolation and loneliness*
- Delivering timely, effective and efficient assessment, planning and support services for people with care and health needs*
- Continue to work with NHS and other partners to enable people to experience more joined-up support, care and health services
- Ensuring that the services that people need are available and of a high quality*
- Being able to arrange services that are closer to peoples home.
- Giving equal priority to people's mental and physical needs, and to mental and physical care and health services
- Improving our workforce and its ability to provide quality services*
- Financial sustainability*

The outcomes we want to achieve

Working together with colleagues from across the wider Devon health and care system we have put 'Promoting Independence' at the heart of our shared strategy:



Prevention

Theme	Initiative	Impact
<p>Prevention: enabling more people to be and stay healthy.</p>	<p>Life Chances: taking a social prescribing approach to linking people to voluntary sector support.</p>	<p>More people connected to opportunities that reduce social isolation and improve well-being with a consequent reduction in demand for adult social care.</p>
	<p>Stimulating the voluntary sector: through targeted seed-funding and community development.</p>	<p>A self-sustaining voluntary sector with the capacity and capability to support people to live independently in their communities.</p>
	<p><u>Making every contact count:</u> a training initiative for professionals across the health and care system.</p>	<p>More people changing their behaviours in ways that have a positive effect on their health and wellbeing encouraged through the many interactions our health and care staff have with them.</p>
	<p>Falls prevention: working across the health and care system to reduce the incidence of falls.</p>	<p>A reduced incidence of falls that lead to unnecessary hospital admissions and the premature loss of independence.</p>
	<p><u>One small step:</u> working with Public Health to promote better lifestyle choices.</p>	<p>More people reducing their risk of developing conditions that lead to dependence on health and care services through a tailored service for people in Devon who want to quit smoking, lose weight, become more active or reduce alcohol intake.</p>

Empowerment

Theme	Initiative	Impact
<p>Empowerment: enhancing self-care and community resilience.</p>	<p>Personalisation: using direct payments and Independent Living Funds to give choice and control.</p>	<p>Increasing independence by focussing personal budgets on those people who have most potential to exercise choice and control</p>
	<p>Employment: working with employers to support people into and in employment.</p>	<p>More people with disabilities supported into and in employment, benefitting the local economy, promoting their independence and reducing their reliance on social care support.</p>
	<p>Strength-based care management: improving our care management practice and process.</p>	<p>People with social care needs working with practitioners to identify the solutions that best maximise their independence through a strengths-based approach.</p>
	<p>Technology Enabled Care Services: equipping homes with aids that maximise independence.</p>	<p>More people kept as independent as they can be in their own homes for as long as possible by using the latest technology.</p>
	<p>Caring Well in Devon: implementing our contract with Westbank to support carers in their caring role.</p>	<p>Carers supported to undertake their caring role while having the opportunity to lead fulfilling lives themselves, including through paid work where appropriate.</p>
	<p>Preparing for Adulthood: ensuring young people experience a smooth transition to independence.</p>	<p>Young people being supported by their families and providers to progress to independence in adulthood.</p>

Support at Home

Theme	Initiative	Impact
<p>Support at home: integrating and improving community services and care in people's homes.</p>	<p>Living Well at Home: developing our personal care framework to maintain capacity and improve outcomes.</p>	<p>Personal care delivered in a way that encourages the recipient to be as independent as they can be.</p>
	<p>Supporting Independence: individualised support to assist independent living.</p>	<p>People with disabilities supported to develop their independent living skills to do what they want to do.</p>
	<p>Short-term services: developing an integrated reablement, rehabilitation and recovery offer.</p>	<p>Unnecessary hospital admissions avoided and recovery through rehabilitation after hospital discharge promoted by integrating social care reablement and NHS rapid response services.</p>
	<p>Enabling: targeted short-term support to people with disabilities to develop their independent living skills.</p>	<p>Adults with disabilities developing the skills they need to lead more independent and fulfilling lives, enabled by targeted short-term intensive support.</p>
	<p>Day opportunities: purposeful and interactive group-based activities.</p>	<p>People participating together in activities meaningful to them in appropriate centre and community-based settings.</p>
	<p>Supported living: ensuring the right balance of group and individual support in supported living settings.</p>	<p>People who live in supported living settings supported to live more independently in the best value and most effective way.</p>

Specialist care

Theme	Initiative	Impact
<p>Specialist care: delivering modern, safe, sustainable services.</p>	<p>Accommodation with care: improving the range of accommodation with care options in Devon</p>	<p>An improved range of accommodation with care options that meet the changing needs of Devon’s population, working in partnership with district councils.</p>
	<p>In-house services review: ensuring our in-house residential and respite services are fit for purpose</p>	<p>Our in-house provision kept under review, to ensure we maintain the right balance of council and commissioned services.</p>
	<p>New residential and nursing care framework: implementing a new contract for older people</p>	<p>A more sustainable care market with providers funded using an assessment of care needs that ensure fees are proportionate to care hours required and accommodation costs are met at a consistently good quality.</p>
	<p>Regional commissioning: taking a more regional approach to commissioning specialist bed-based care</p>	<p>Improved sufficiency, quality and value for money of specialist residential services for people with disabilities by working across the south-west region.</p>
	<p>Quality assurance: maintaining the comparatively high-quality care in Devon by investing in quality assurance and contract management.</p>	<p>Improved quality and sustainability of regulated and unregulated care and support services, preventing whole service safeguarding services.</p>

Supporting strategies

Theme	Initiative	Impact
<p>Supporting strategies: developing our workforce, markets and information technology.</p>	<p>Internal workforce strategy: developing our care management capacity and capability.</p>	<p>The workforce we need to serve people in Devon maintained through a continuing professional development programme and focus on recruitment and retention.</p>
	<p>External workforce: using our Proud to Care campaign to promote health and care careers.</p>	<p>Local providers supported to have the workforce they need to deliver the services we require by working with the market, national agencies such as Skills for Care, and other authorities in the region.</p>
	<p>Information Technology: working across our health and care partnership on integrated IT solutions.</p>	<p>IT solutions for the health and care system in wider Devon that facilitate more joined-up services secured by participating in the development and delivery of a shared IT strategy.</p>
	<p>Market Development: working with social care providers to improve quality and sufficiency.</p>	<p>Our future market requirements across the health and care system determined and communicated through a Market Position statement, with effective provider development, quality assurance and contract management.</p>
	<p>Safeguarding: working with our partners through the Devon Safeguarding Adults Board to improve the safeguarding of vulnerable people.</p>	<p>Vulnerable people kept safer by using insights gained from performance information, user and carer surveys, practice quality reviews, serious case reviews and other intelligence to prevent where possible and improve our response.</p>

What this means for older people

Themes	Aims
<p>Prevention: enabling more people to be and stay healthy.</p>	<ul style="list-style-type: none"> • Take preventive approaches to avoid, delay and reduce the need for ongoing support by working across the council and wider Devon health and care system. • Further develop and more widely implement a social prescribing model that targets individuals according to an assessment of their risk of losing independence.
<p>Empowerment: enhancing self-care and community resilience.</p>	<ul style="list-style-type: none"> • Ensure that when vulnerable older people first approach social care and partner agencies they receive information, advice and support that takes a strength-based approach, with a default offer of a reablement-focused short-term service. • Increase the use of technology enabled care and support to maximise independence will be considered at every point of contact. • Improve the community equipment service to aid people to live independently in their own home. • Improve support services to people with dementia, ensuring they have a named support worker, and a care and support plan developed with them and their families.
<p>Support at home: integrating and improving community services and care in people's homes.</p>	<ul style="list-style-type: none"> • Develop and extend the short term services offer with NHS partners to improve pathways, triage and the range of options available to help people recover their independence, especially on discharge from hospital. • Further the implementation of our Living Well at Home framework for the provision of personal care to ensure sufficiency, improve quality and take an outcomes-based approach that encourages people to regain their independence.
<p>Specialist care: delivering modern, safe, sustainable services.</p>	<ul style="list-style-type: none"> • Increase the choice and availability of accommodation with support for older people. • Maintain progress in reducing the number of admissions into residential/nursing care relative to our population by always considering alternative accommodation with support and only admitting in a planned way rather than at a point of crisis. • Support the development of strategically located care homes with nursing.

What this means for people with disabilities

Themes	Aims
<p>Prevention: enabling more people to be and stay healthy.</p>	<ul style="list-style-type: none"> • Work alongside local communities to support people with disabilities to access the same opportunities as everyone else. • Make information available in formats appropriate to people with learning disabilities, sensory impairments and other communication challenges.
<p>Empowerment: enhancing self-care and community resilience.</p>	<ul style="list-style-type: none"> • Work with children and families in transition to enable them to live as independently as they can as adults. • Promote the aspiration to be employed and the value that people with disabilities can bring to businesses and to the local community working with partners to increase the educational and employment opportunities available. • Ensure that people with disabilities have appropriate and equal access to health services to prevent avoidable mortality.
<p>Support at home: integrating and improving community services and care in people's homes.</p>	<ul style="list-style-type: none"> • Consider how Technology Enabled Care and Support can complement support that people receive to live as independently as possible in their communities. • Develop Positive Behavioural Support services so that people who need them get the right psychological support to help manage crises without having to go to hospital. • Involve families and carers in the health and care support for people with disabilities, including for when they are no longer able to offer care and support. • Focus enabling services and the use of direct payments on maximising independence.
<p>Specialist care: delivering modern, safe, sustainable services.</p>	<ul style="list-style-type: none"> • Meet people's needs in settings other than residential care such as adapted social housing, supported living, shared lives and extra care housing wherever possible maximising their independence and development of independent living skills. • Where specialist residential care is required only maintain it while it is therapeutically necessary and in Devon as close to home as possible.

What this means for people with mental health needs



Themes	Aims
Prevention: enabling more people to be and stay healthy.	<ul style="list-style-type: none">• Be determined in our campaign to put mental health on a parity with physical health and eliminate the stigmas associated with it.• Work with all services to children including Child and Adolescent Mental Health Services in the knowledge that most mental ill health begins when we are young.• Seek to understand and address the wider determinants of mental ill health such as housing, debt, education, and employment through a Better Lives approach recognising that healthier lifestyles improve mental as well as physical health.
Empowerment: enhancing self-care and community resilience.	<ul style="list-style-type: none">• Broaden the use of data-driven approaches that look at the whole person to identify people most at risk, including those suffering from loneliness, and support them in more resilient communities through social prescribing.• Develop services to address unmet needs identified through consultation and data analysis such as a community eating disorder service.• Make employment and housing priorities for people with mental health needs and all who work with them, working with employers and providers to improve.
Support at home: integrating and improving community services and care in people's homes.	<ul style="list-style-type: none">• Build on our arrangements with the Devon Partnership Trust to organise mental health services around the person regardless of who is paying or legally responsible.• Further Improve Access to Psychological Therapies by broadening support to people with anxiety and depression and their links to long-term conditions e.g. diabetes.• Focus all conversations on 'what matters to me' and building more resilient communities.
Specialist care: delivering modern, safe, sustainable services.	<ul style="list-style-type: none">• Only use bed-based care where it is essential to keep the person safe or there are therapeutic advantages in doing so.• Where bed-based care is required, ensure it is in Devon and as close to home as possible.