



Annual Report

2023-2024

Yma is a not-for-profit social enterprise, existing to create possibilities for exceptional care for the people of Wales now, and for future generations

The viability and future shape of our health and social care system is being tackled by many different organisations and agencies in Wales.

The lens through which we undertake our work, advocating from grassroots, being open to all possibilities without being tethered to the status quo (even rejecting it where needed) and actively seeking alternative ways for the system to exist, sets us apart.

This makes Yma unique in Wales.

Message from our Co-founder and Managing Director



In 2023/24 our partnership with Pathways Alliance Limited and the [HealthPathways Community](#) has transformed our ability to make a difference for the people of Wales. We have been able to play a key role in this complex programme, supporting the delivery of over 130 national clinical pathways. The investment that this programme has made in our team has created 5 new jobs in our business alone, and over 40 across the wider programme and Health Board teams. Through our evaluation and learning capabilities we have enabled [Marie Curie](#) to demonstrate the impact and value of their services in West Glamorgan and beyond, and have been part of their award-winning poster team. We have secured funding from Welsh Government through the Flexible Innovation Support fund to understand the possibilities of new service delivery models with the Football Association of Wales. We have undertaken a piece of discovery around proactive care for farming communities as a result of a grant we were awarded through the Launch Pad competition, which is co-funded by Hywel Dda University Health Board. We have developed new working relationships with [NECS](#) through our contribution to projects for Wrexham County Borough Council and currently in Cwm Taf Morgannwg University Health Board.

I was honoured to be invited to talk at the [West Wales Regional Partnership Board](#) Conference and Awards in March. The event marked the first opportunity for this group of people to meet in person for four years and I was honoured to have the chance to be a part of it. In planning my speech, which touched on the ingredients for successful collaboration, I was reminded of the simple questions that led to formation of Yma.

- What do we care about?
- What are we seeing in the environment we are working and living in?
- What matters most to us and the people we serve?
- What do we have energy for?

It is good to check in on these questions, as I will admit that while the last year has been filled with incredible success and moments of impact and achievement, it has also been relentless with moments of disappointment and challenge. At our Strategic Advisory Board, I heard how much our contribution is valued, especially when we turn our attention to the people working in primary care. Our time hosting the All Wales Cluster Lead Group concluded this year when the funding came to an end. While we are still connected into the community of Cluster and Collaborative leads, and have opportunities to work with some of them through our projects, I do feel sad that we are no longer able to directly support this network to collaborate and take action in a very difficult time. In my experience, collaboration works best when

- people are able to connect and interact as their whole selves;
- A shared purpose and sense of what matters is at the centre of the joint endeavour; and
- There is an environment that presents possibility and opportunity for the collaboration to thrive.

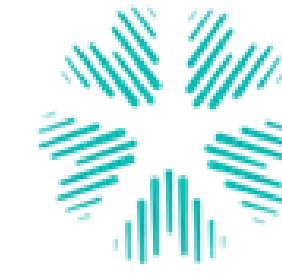
As Yma sets off into our fifth year, what do I have energy for?

In my view, the third sector, social enterprises and purpose-driven organisations, have a super-power when it comes to creating the conditions for successful collaboration, especially when it comes to true co-production with the people we aim to serve. I wonder if the current crisis we find ourselves in across public services will be solved by a change programme or a commissioning intention alone? What if community driven design, enabled by third sector partners is the best chance we have at collaborating ourselves out of this mess?

I would like to take this opportunity to thank the people who work in our team, and with us as partners, clients, collaborators, funders and friends.

We are here, with you, to play our part for the people of Wales, and we will be showing up in the months and years to come with curiosity and commitment.

A handwritten signature in black ink, appearing to read 'Sam', with a long horizontal stroke underneath.



HealthPathways
Community



HealthPathways

Yma serves as the strategic delivery partner for a national program in collaboration with Pathways Alliance Ltd (PAL), Streamliners New Zealand (SNZ), and the NHS Executive.

Yma's role involves collaborating with local health boards and clinicians to develop and tailor Pathways content to reflect agreed-upon local service provisions and ways of working. This initiative supports informed referral decisions across Wales, empowering clinicians to make optimal decisions together with patients, directly at the point of care.

What is HealthPathways?

An online manual designed for clinicians to facilitate assessment, management, and referral decisions for over 550 conditions. Developed collaboratively between primary care and specialist clinicians, each pathway represents local agreements on how patients with specific conditions will be managed. This system is not a rigid guideline, but contains adaptable agreements tailored to local healthcare contexts.



Flexible Innovation Support Fund

With support and expertise from the Welsh Government's innovation team, Yma is collaborating with the Football Association of Wales, and the Cardiff South West Primary Care Cluster to deliver a pilot project that uses local football club facilities to provide flexible space for the delivery of primary care activities. The project aims to gather information on how to organise these activities and what the opportunities and challenges might be to scaling it up across Wales in the future. We will be seeking funding to build on this initial pilot to scale this model in other communities and extending the scope of care and support that is delivered in this way.



Cardiff South West
Primary Care Cluster
Health & Wellbeing in your Community

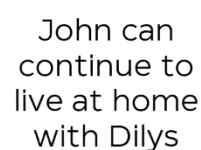
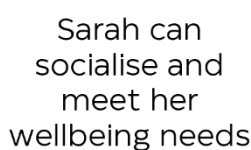
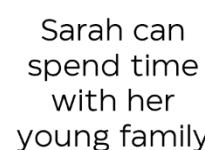
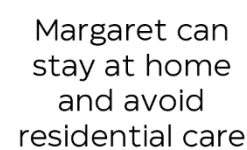


Health Awareness in Farming

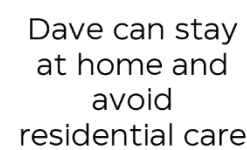
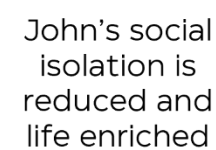
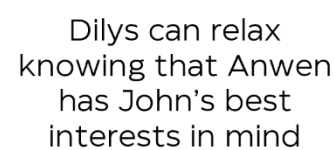
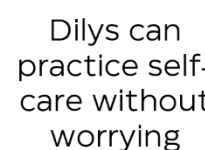
Using the Mid Wales Challenge Led Launchpad funding in January 2024, we set ourselves the task of investigating access to healthcare by the farming community in various areas across the United Kingdom. We did this by conducting semi-structured interviews with those involved in delivering this care to understand staffing structures, financial models, and the viability of various health measures. As a result, we were able to cross-analyse this evidence to produce a report setting out the optimum delivery model for basic health measures in a hard-to-reach rural community. We are currently seeking funding to build on this work and pilot the approach in a local community.



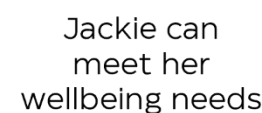
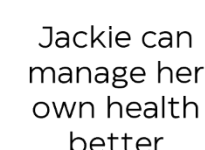
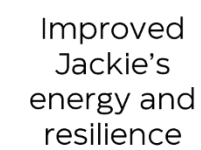
Yma has been commissioned by Marie Curie since April 2023 to conduct an evaluation of its West Glamorgan Dementia Service. Using a semi-structured interview framework, we speak to the family members and primary carers of people with dementia, to discover how this service makes an impact on their ability to cope with their loved ones at home. We also provide thematic analysis on service user surveys, and data analysis on clinical system records, to produce case studies, reports and evidence for Marie Curie to better understand and demonstrate the value of its service and how it can be best tailored to individual needs, and support reporting back to funding bodies.



Impact Highlights



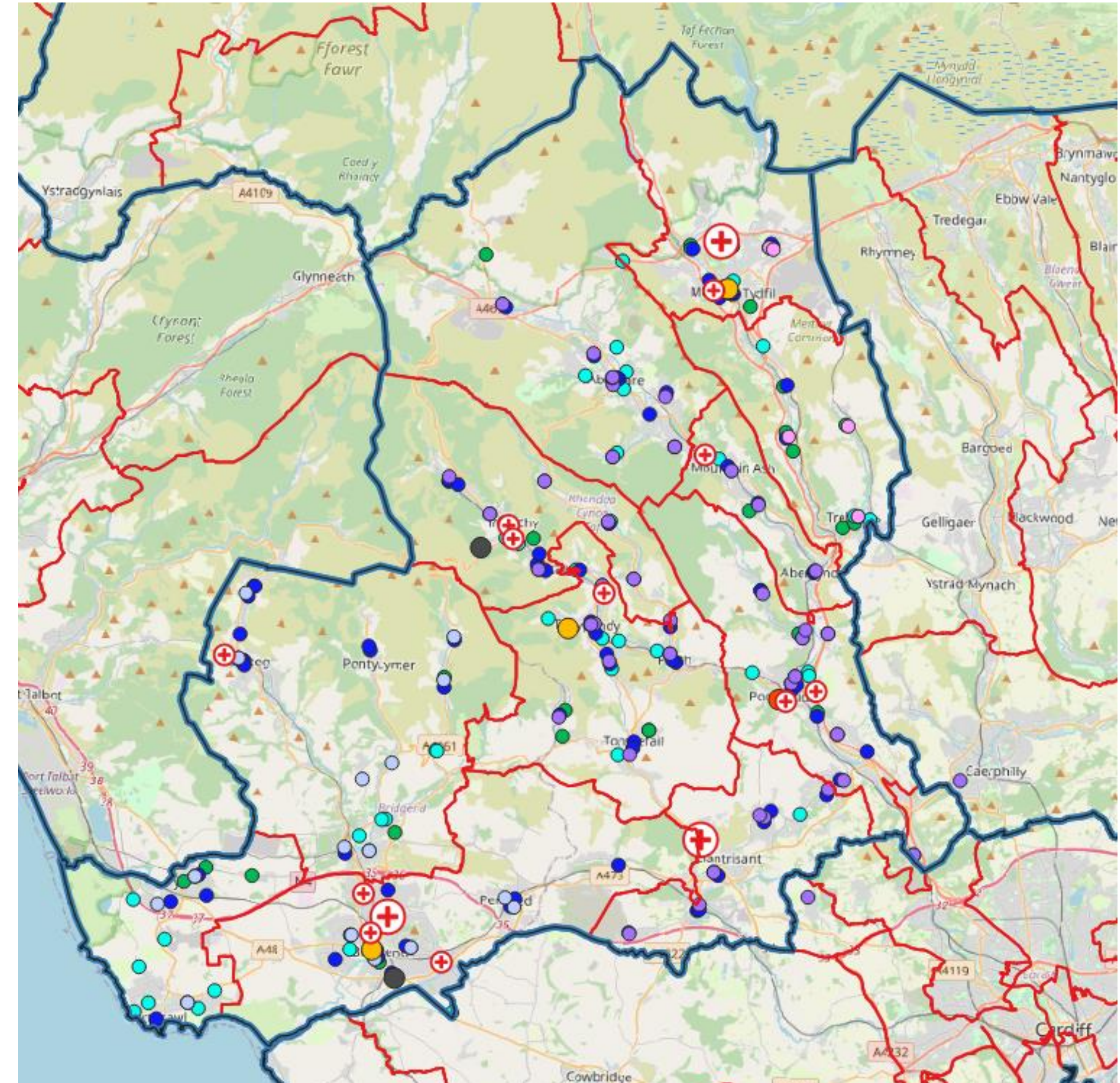
Impact Highlights





Yma has been commissioned by NECs since July 2023 to provide project leadership and support on two pieces of work, namely a feasibility study for the design of integrated care hubs in Wrexham and most recently a re-design project centred on dementia services for the community of Cwm Taf Morgannwg University Health Board. We have contributed to engagement activities with a range of stakeholders, including clinicians, the voluntary sector, and people living with dementia to gather insights to best practices and gaps in provision. We have also provided asset mapping capacity to this project.

This project follows on from a previous collaboration in Wrexham for a feasibility study on integrated care in the area. In that work, Yma again brought connections with primary care, and provided insight into systems, opportunities and challenges in the health and social care landscape in North Wales.



How have we achieved our purpose?

This year has been about flexing our implementation wings with HealthPathways. Alongside this project we have seen several smaller impactful projects in lifestyle medicine, rural healthcare, and dementia care. We have learnt more, designed new services, and connected people together in new ways, in person and online.

Over the last 4 years, Yma's skillset, knowledge base and capabilities have gone from strength to strength.

Infrastructure & Capacity

There have been many changes this year, in both infrastructure and in our staffing capacity.

Having a growing team meant we needed more space. We relocated to the Lord Milford building in the financial year 2022-23 and then from this space into a larger office in March 2024.

It was a team effort, orchestrated by our talented Project Support Officers Ewan and Stan. Stan worked hard on the office décor, with Ewan providing the muscle!

Our team has seen people arrive, spend some time with us and move on. As always, we aim to ensure that anyone working with or for Yma leaves in a better place than when they arrived. In every case, the new opportunities our team members have moved onto feel purposeful to them, and aligned with their personal needs and values.

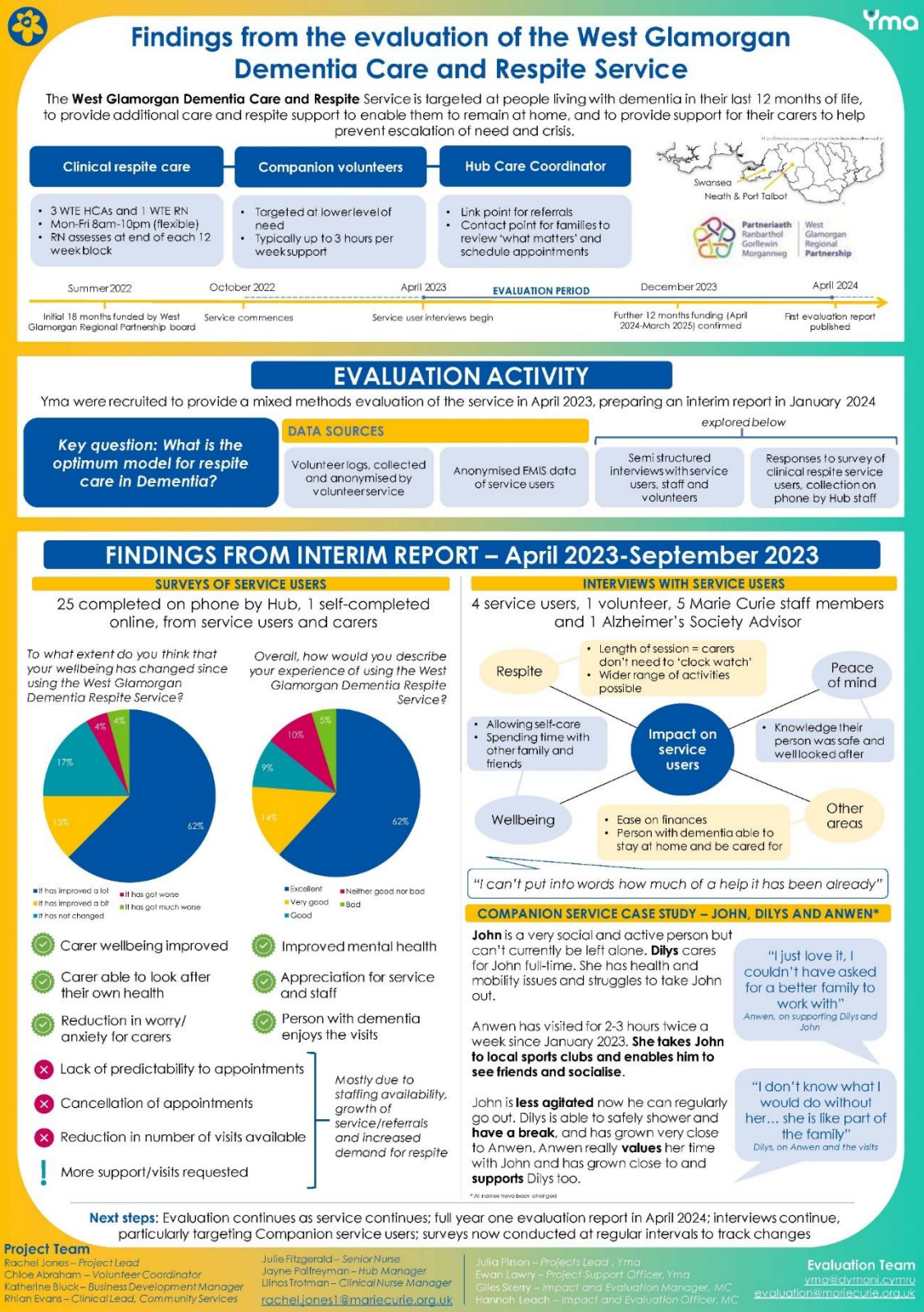
We thank everyone who has come and gone, or come and stayed for giving their time and energy to Yma, every one of you has made a positive impact in your own way.



Conferences and Awards

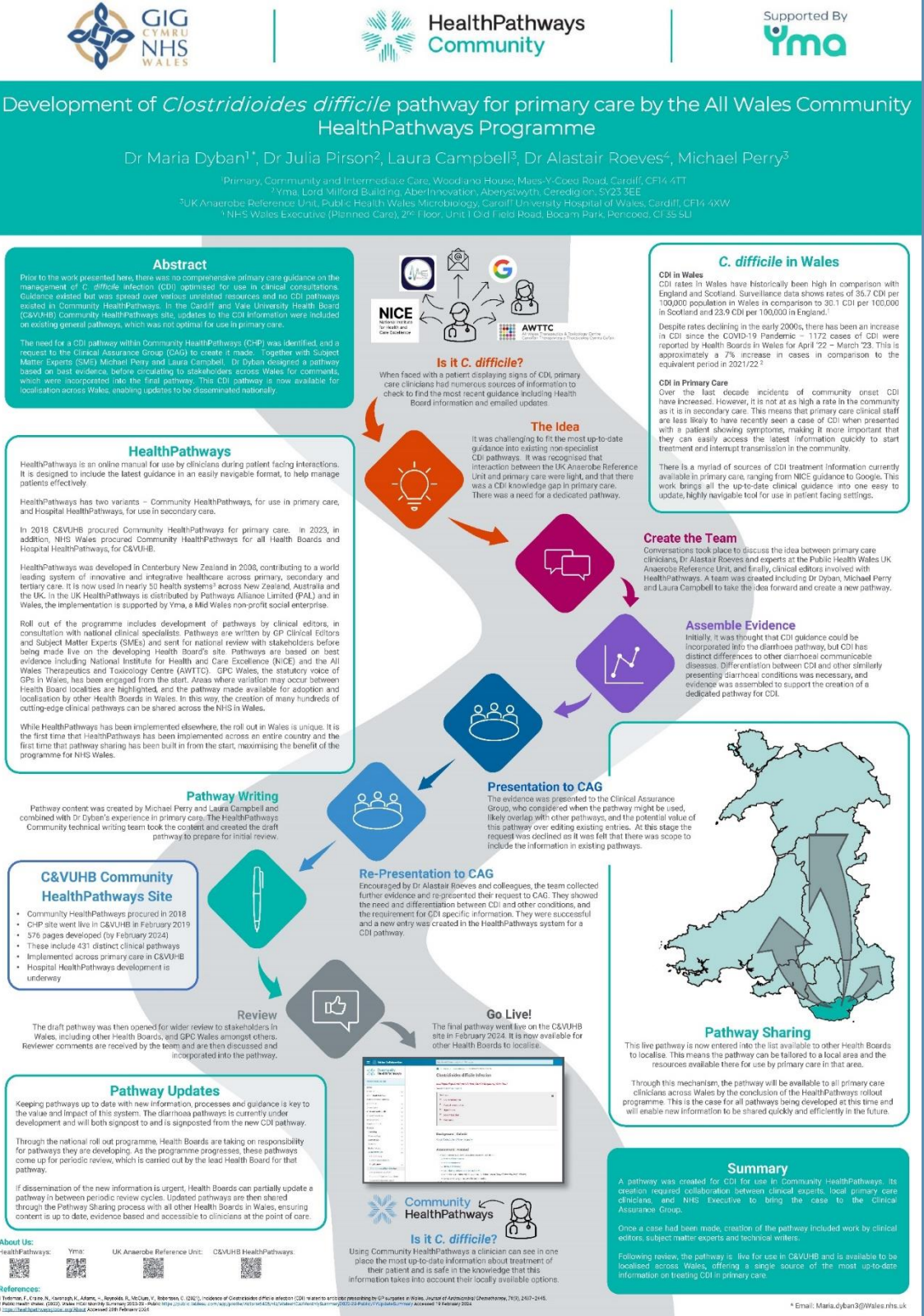
Marie Curie 2023

With data from our evaluation reporting, Dr Hannah Leach from Marie Curie was awarded joint first place for a poster on the West Glamorgan Dementia Care and Respite Service, which Yma has been supporting with evaluation services.



Combatting CDI 2024

In early 2024, a poster created by the Yma team, illustrating the journey taken from idea to completed pathway for C. difficile infection went to the Combatting CDI Conference



RHCW 2023

Yma took a stand to the Rural Health and Care Wales 2023 conference in Builth Wells. A talk from the DPJ Foundation sparked the idea which would eventually form into the HAF Project.



my 2023-24 at Yma



Sam Horwill

“This has been a year of seismic change for Yma. Our partnerships have enabled us to provide high quality jobs for people living in West Wales, doing good work at a local, regional and national level. I am deeply grateful to our team for their resilience and agility to roll with the changes and look forward to what 24/25 holds for us all.”



Julia Pirson

“Every year I’ve been at Yma has been completely different, but this past year has definitely been the biggest. We have welcomed many new people, moved spaces, and learnt so much. I can’t wait to see what happens next year!”



Sarah Bartholomew

I am immensely proud of Sam and the Yma team. 23/24 has seen a wonderful year of growth – not only in terms of the business and team, but more importantly in our learning and impact. We are seeing the impact of Yma’s work reach further than ever before. As well as continuing to serve our local communities in Aber we are also making ripples nationally through our partnership work delivering HealthPathways. A purposeful and pivotal year”



Kari Greengross

“The last year has brought change, challenge, and a sense of accomplishment. Engaging in new connections across the health system and seeing both local and national impact as a result, has given my work a sense of purpose, which has been deeply fulfilling.”

my 2023-24 at Yma



Kim Watkins

"I joined Yma in May 2023 after taking an extended career break to care for my young family. I rejoined the workforce with some trepidation, but the already established, and tight knit Yma team made room for me, and ensured I instantly felt like part of the unit. Every person at Yma cares deeply about their work and maintaining the company ethos. While I have since moved on from Yma, I have not gone far (still working in the same office with my Yma colleagues), as I was recruited by an Yma partner. I hope I will continue my connection with Yma well into the future, and look forward to seeing more of the meaningful work, that is creating the potential to positively affect the health and wellbeing of the people of Wales now, and for future generations. Ymazing!"



Ewan Lawry

"Yma really brings something special to me. Our work not only feels impactful, but gives an opportunity to see the amazing products of our efforts. The team's determination to deliver exceptional care for the people of Wales shines through in all that we do and I'm proud to be a small part of that."



Mathew Mead

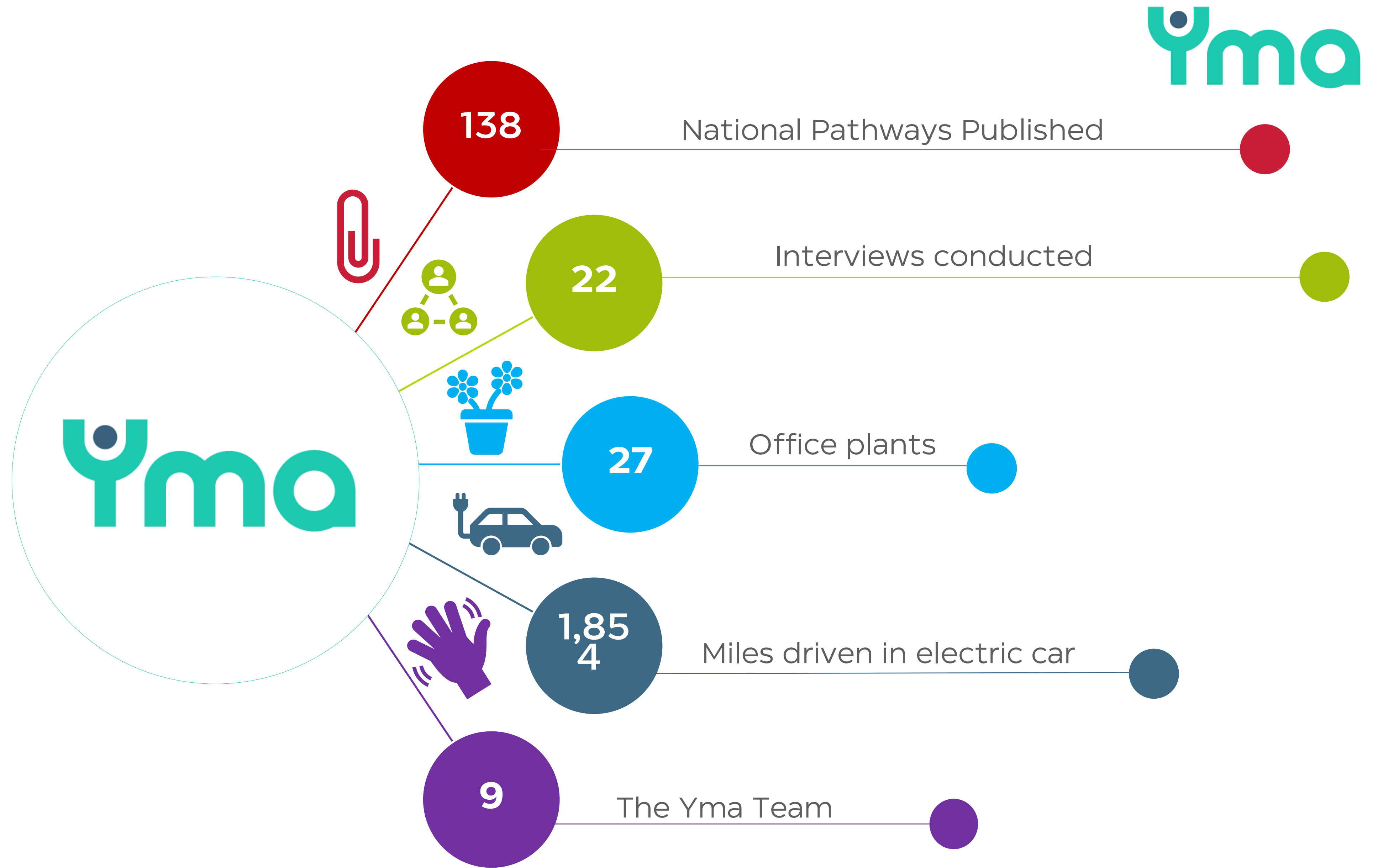
"Over the past 9 months, moving from collaborating within health board areas to engaging with local communities and pan-Wales initiatives. This shift has focused me to deliver purposeful results that resonate with our users and stakeholders. Through collaborative problem-solving, I've worked with diverse people to foster better practices and support in influencing the healthcare landscape. This experience has deepened my understanding of what matters most to the people of Wales and allowed me to contribute meaningfully to initiatives in the path for exceptional care."



Stanislav Kollarik

"I've always felt that Yma had a really healthy workplace culture. Professional yet playful, I find the team to be a perfect mix of characters. I think they have lots to look forward to in the years ahead!"

Year in Numbers



Going forward



We will be **led and guided by our purpose** at all times.

We **commit** to:

- speak to things **in service to our purpose**, especially when this is **difficult**;
- listen and value contributions from **everyone**, paying attention to opposite, different and uncomfortable view points; and
- encourage people we work with to **connect with their purpose** and **tether** this to how our relationships function.

We will design ways of enabling exceptional care when:

- Nobody can do it better than we can,
- The work supports the people of Wales now and for future generations; and
- Any change will improve health in life.

We will evaluate the impact of services and approaches to enabling exceptional care so we can:

- Share our knowledge of what works and what doesn't work;
- Be transparent about what we don't know; and
- Support growth, learning and inspiration for enabling health in life.

We will connect people with resources, peers and support to:

- Nurture a culture of humanity and compassion for people working in health and care; and
- Provide a trusted, independent source of hope and inspiration as well as practical advice, tools and services.

